Harvest

When we pray for a bountiful Harvest, let us prove our faith by hopeful-ness in the Sowing, by expectation in the Cultivation, and by thankfulness in the In-gathering.
What Prepares the Harvest?

EVERY one of us expects a harvest some time. In the long run, success or failure will be conditioned by the way in which the average man does his duties. He must have those qualities which make a man efficient. He is useless if he is inefficient. All that can be said of him is that he is a good man. There is little place in active life for the timid good man. Unless we all wake up to this fact, we cannot hope to reap a harvest.

A worth while man is the man who faces what he must; who fights his daily battles without fear, yet keeps unfaltering on. Through industry, skill, judgment and faith his plans must work out. When we are true and faithful, our ambition will be proportioned to our powers.

Be thankful for small mercies. Compare notes with your friends who expect everything and are disappointed when anything is less than the best. Begin at the other extreme, expecting nothing and always be full of thanks for small gains. In so doing, the better things are bound to come.

R. A. Pilcher
Personal Organization

By J. C. Penney

In the preceding chapters the reader has observed that we have discussed, almost exclusively, man's relation to business. In this chapter the writer hopes to bring out, in as forcible a way as possible, business as related to man, showing that the principles of business righteously (that is, rightly) conducted are also the principles by which a man may govern his own life. I want to emphasize that Personal Organization or the righteous form of business procedure is the personal application of the Golden Rule.

No business has succeeded in any great degree without being properly organized. In like manner no man may reasonably expect to become a success, unless he has his forces properly marshalled and working in perfect accord and harmony. That is, he must fix his Ideal and then apply organized principles to himself, his habits and conduct to attain his Purpose.

Let us, in this connection, remember that this Company was not born in the uncertainty of guesswork. It was in some degree an organization in thought before it became an organization in the world of men and things and the mental organization has always kept in advance of the actual business organization. Therein is the cue for a man's governance of himself.

The J. C. Penney Company was originally created and continues to be created in the thoughts of those who control its destiny. The original idea has produced a successful Company because it involved a plan in harmony with the spirit of the Golden Rule. It involved further a definite method of procedure, an organizing process. These factors consistently applied have produced and are producing an Organization which the world calls successful. It is successful because back of it there is at work a creative force which keeps the development process moving forward logically and wisely. Is it not reasonable, then, to assume that the same creative force that produces a successful business will also produce a successful man—one who is significant in being able to express himself physically as a worker, mentally as a thinker, spiritually as a creative force?

Therefore, the processes which have produced this business do not reach their highest application in the business itself. They have not made their full round of contact until they manifest their power when consciously applied by the men of the Organization to themselves. And there the highest practical ability of the Company's remarkable creative force and power must be found—that is, in men who are consciously organizing themselves in unison with the Golden Rule.

This Personal Organization will come about when men willingly put themselves under severe training, under the steady hand of self-government, just as they put a store under such influence. Consequently, a man applying the principles and methods of this business to himself would have a definite ideal for life, would work out an ideal for (and with) his family as a group, for his children as individuals, for himself as the responsible guide and associate of others. He would never be conquered by money nor by material possessions, but would wisely govern them.

Once we regard a man's larger purpose of life in this way, the clearer does it appear that the mere accumulation of riches, for the sake of money itself, is a sad commentary on a man; for, necessarily if one pursues wealth at the cost of all the truths of life, he is equipping himself with little that is of enduring value. Hence, thinking men today are expressing the conviction—and it is a profound con-
viction to them—that the pursuit of money, for its own sake, is nothing less than pitiful. Certainly it is a false ideal, an unworthy purpose.

A thorough understanding of life impells a man to seek and to know the greater verities: his duty to God, to country, to family, to society, and to himself. Such a man is happy, and besides, he is an influence for good, for his propaganda is, necessarily, broader and truer than the transitory things of daily life.

It is clear, then, that the Golden Rule processes, which in the J. C. Penney Company are producing a high type of business, can equally well, when applied to a man, produce a high type of individual. It would be grievous if the application of the fundamental principles of our Company to the individual is overlooked. If these principles fall short of producing as high type man as they are producing a high type business they will have failed more than half way. Hence a man may say to himself:

Whatever is worth applying as a principle to this Store, I may apply to myself. This Store must be righteously conducted.
So must I.
This Store must be dedicated to service.
So must I.
This Store must be the best possible expression of the Organization.
So must I.
This Store must be faithful in the responsibilities imposed upon it by the Organization. I, in turn, must be faithful to the responsibilities imposed upon me by the entire organization of life.

Once a man is thus actuated, his entire life takes on a new aspect; his constructive program is inspired by entirely different ideals; his object or pursuits are true. They may include primarily neither wealth or the usually prized material things of life, but he will employ them as means to the righteous end he has in view. He will not regard them solely as gratifying causes to his personal desires.

I would like, therefore, to emphasize, in fact to help you to discover for yourself the ideal application that inheres in these principles; how intimately they affect the individual man and, in turn, how they benefit all with whom he comes in contact. I urge upon you to discover how beneficial the great principles are when applied to a man in the conduct of his spiritual, mental and physical life. This inquiry should inspire the individual to establish for himself a clearly definite ideal in life; it should give him reasonable relationship toward money and all material possessions; it should help him to establish reasonable values; it should aid him to recognize and apply to himself those principles of action that form the ethical background of our business.

As a concrete illustration of them, let me say that any Manager who is less thoroughly organized than the Store he manages has failed to grasp the full scope and power of the principles and purpose of the Company.

In this self organization, a man should be courageous enough to think of himself in relation to the larger things of life. All his life should be the Golden Rule in active application toward God, fellowman, community, family and business. And this should be just as clearly established in his mind as his relation is established to Directors, Managers and Associates of this Company.

Personal organization comes from applying broadly and in faith to oneself the principles that we are so successfully applying in the conduct of the affairs of our Organization. And thus will it prove true that we are really devoted in our business, not principally to the making of money, but to the making of men.

A Recipe for Success

By E. M. DeMoss

Do you wish to grow in learning?
Is your power great in earning?
Would you be a fine example for us all?
Then improve each golden minute
For, there is no secret in it,
It's just ability "To hit the ball."

Do you have great ambition
To improve the world's condition?
Then the place you must begin is right with you.
For you cannot head a movement,
Till you show by self improvement
That the waste of precious minutes you eschew.

Do you spend your time in dreaming?
Plug along each day, not seeming
To accomplish what you once set out to do?

Then you need new plans for working,
Hewing to the line, not shirking;
That's the only way to make your dream come true.

If your many wasted hours,
Could be added to your powers,
What a forceful personality you'd build.
But you say "Too busy" daily,
Then go spending hours gayly,
Till ambition to improve your mind you've killed.

So the only one who's gaining,
In our course of Business Training,
Is the fellow who will daily put aside
Every vagrant thought or pleasure
Giving to the task full measure;
For in days to come he'll be our greatest pride.

October, 1921
Heart to Heart

By Dr. Francis Burquette Short

I SAT in the great lobby of a New York hotel on a Sunday evening and listened to the sweet Chimes of a clock strike off each quarter hour of time. I was a bit lonely as my wife was visiting in a near-by State, and the Boys were away attending a Boarding School. The grand old clock continued its tick tock, tick tock, there in the corner as I waited for the hour to attend public Worship in some soon-to-be discovered church.

It took only a few moments' walk before I found myself in a very beautiful and stately edifice, where I was greeted by a man whose heart was human. I felt the warmth of it in his out-reached hand of cordial greeting; he politely showed me a seat and in a moment, though surrounded by strangers and in a denomination other than my own, I felt absolutely at ease in the recognition that it was a place where folks assemble for Christian Worship.

THE IMPORTANCE OF MUSIC

THE Organist came in and took his seat at the instrument he fondly loved and in a few moments I was lost in the rapturous harmonies that filled the room and flooded my soul. For the time, I forgot the absence of my family, the loneliness I was experiencing and found myself trying to join with the congregation in singing, Awake my soul, stretch every nerve. It was a poor effort I made because my throat refused to respond according to desire but I did my best. Then came the Quartette's number, and with it the happy reminder of the good Music I had always tried to have for those that had worshipped in places where I had preached. How they did sing, and how I listened and appreciated. Too great importance cannot be placed upon the Music offered by our churches; it is an asset in spiritual growth that cannot be estimated in money. That church greatly fails in its conception of the requisite elements in Soul culture that does not plan for Music to have a large place. Most people like Music, and most Ministers desire a much better program than the average Music Committee will support.

I always planned for the best possible Music, and it paid in both material and spiritual values.

THE Preacher was interesting, earnest and inspiring; the message had been carefully prepared in the Study; it came down to us with the faith of a prophet; he believed in the story he was telling and he made us believe it, too. The joy of listening to a real sermon was my privilege and its benefits I shall pass on to others as the years move along. After the Benediction was invoked, I passed out of the church and back to the hotel enriched in soul and confirmed more than ever in the conviction that no other institution has at its disposal such inspirational messages, high ideals, noble purposes and consecrated men and women as the church. I was better because I had attended church that evening.

GOING TO CHURCH

GOING to Church—every man owes it to himself, and no man can be his best self who does not attend church with reasonable regularity for it is "the place where that part of the life which is immortal" is fed, and where men are fortified to cope with the real problems of life. Men cannot be their real and best selves and neglect the inspirations that the church has to offer and DOES offer. The excuses made by some men for non-church attendance are both unreasonable and puerile.

BIGOTRY POISONS

I KNOW how narrow and bigoted some church folks are and become. I have seen it and felt it in others as well as in my own denomination. I have seen evidences of its poison injected and the wreckage of its unrelenting hate. I have seen homes destroyed and individual lives blighted by religious prejudice. But wherever such manifestations appear the glorious fundamentals of the Christian religion have disappeared, leaving a darkened understanding to grope its way in the labyrinths of darkness down to death.

CHRISTIANITY GIVES LIFE

CHRISTIANITY—the real life Teachings of Jesus—is neither narrow nor bigoted; it never hurts, unless it be in order to help to life's larger fruition, and then the hurt becomes a glorious memory. Christianity never poisons; it always purifies and ennobles. Every man owes it to himself and to those that look up to him to attend

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church. Response to duty largely determines destiny.

The totality of Life is not summed up in what we accumulate; the sum total of life is in what we ARE, and the what we are is the all that shall abide. The church assists in developing the ARE and BEING sides of life; this is the special task of the church. I don’t mean just your church nor my church. I mean the church of God, our Father, whose love stretches back to the Garden of Eden and forward to the Judgment Day, via the Cross. I mean His love that is too high and too deep for any man or any denomination to fully express—the love that every man feels he needs.

CULTURAL INSPIRATION

Such life enrichment cannot come through the channels of Commerce; too much selfishness is evident there; it cannot come through diplomatic relations as duplicity of action and ambiguity of speech occupy too large a place on that stage; it cannot come either through physical force or armamental amassment as they always overpower and destroy the weak. The church is one institution that has, as its sole and supreme purpose, the ennoblement of the weak and not a single man that neglects the cultural inspiration of the church will ever reach the top of his possibilities.

Going to Church. Yes, I know it is not always interesting and inspiring. I know the Music is sometimes a bit off tone. I know the sermon is sometimes dry. I’ve preached many such to my own sorrow as well as the regret of my hearers. You cannot tell me a thing about a poor sermon that I’ve not done.

Business must be carried along upon stable principles, and the church always emphasizes those principles. We cannot get along properly without the church. We need its rest, its fellowship, its inspirational ideals, its forgetfulness of commercial clash, its upward look toward the Soul’s destiny—the fullest realization of life and the happiest experience to mortals given. We must go to church.

WHY WE GO TO CHURCH

Theodore Roosevelt announced nine reasons for going to church, and they all merit your careful consideration and observance:
1. In this actual world, a churchless community, a community where men have abandoned and scoffed at or ignored their religious needs, is a community on the rapid down grade.
2. Church work and church attendance mean the cultivation of the habit of feeling some responsibility for others.
3. There are enough holidays for most of us. Sundays differ from other holidays in the fact that there are fifty-two of them every year. Therefore, on Sundays go to Church.
4. Yes, I know all the excuses. I know that one can worship the Creator in a grove of trees or by a running brook or in a man’s own house just as well as in a church. But I also know as a matter of cold fact the average man does not thus worship.
5. He may not hear a good sermon at church. He will hear a sermon by a good man who, with his good wife, is engaged all the week in making hard lives a little easier.
6. He will listen to and take part in reading some beautiful passage from the Bible. And if he is not familiar with the Bible, he has suffered a loss.
7. He will take part in singing some good hymns.
8. He will meet and nod or speak to good, quiet neighbors. He will come away feeling a little more charitable toward those excessively foolish young men who regard church-going as a soft performance.
9. I advocate a man’s joining in church work for the sake of showing his faith by his works.

A UNIVERSAL NEED

Every normal soul feels its need of attending church, even though the appointments are not all that could be desired and though its offerings of sermon and music may be somewhat disappointing. The inspirational and the spiritual purposes of the church are generally accepted by men and women everywhere. The Soul must have an objective or it ceases to function with the great body of mankind, and to worship somewhere is the yearning of every normal personality.

I have attended religious worship in Mohammedan Temples, Catholic, Episcopal, Science, Baptist, Presbyterian, Colored churches and Jewish Synagogues and I desire to bear witness to the fact that I never failed to receive spiritual help. Why? I tried to forget their differentiation from my own Faith. I sought to fellowship with Christ as I understand Him from History and Experience. I endeavored to relate my own needs to His boundless supplies, and, for the time, I wholly forgot the denomination in my efforts to commune with Him whose love never faileth.

I love God’s great Out-doors—its forests, mountains, valleys, plains, fields, gardens, rivers. I love them all. I can lay my head against one of those silent old sentinels of the ages and seem to hear God speak to me out there in the vastness of His wonderful world.

But I must have the inspirations of the sanctuary. I must be for a time shut in from outside attractions and distractions that I may hold uninterrupted communion with the Father of us all. Men can no more measure up to their religious obligations by absenting themselves from the church than a boy can attain educational heights by refusing to attend school. The church cannot be neglected without serious lasting results to both soul and body.
The J. C. Penney Company Man

By A. W. Hughes, Moberly, Missouri

In one of his articles in The Dynamo, Mr. Penney wrote on Vision. To some men it is given to have a vision, a far vision of something to be achieved, something they can achieve; of some wrong to be righted, that they can right; of some need to be filled, that they can fill. For many men, however, it is hard to visualize the vision or ideal that may lie in the background of their minds. It is even harder to keep that vision clear and distinct in the daily round, as the moments call from one task to the next pressing one.

As I think, most of us in the stores are in the class of the men, who, having glimpsed a vision of something beyond the day and its work, yet too rarely think of that vision. Rather our minds are engaged in the immediate problems of the stock and the customers. For such why not a substitute for this vision? Why not a motto or device like the noblesse oblige of nobility to remind us that in our case too, "privilege has its duties"; that it means everything that we are of this Organization. The motto need not be long or literary, simply the words:

"I am a J. C. Penney Company man."

Perhaps this sounds like foolishness to you. But think it over. Apply it to some of our everyday problems. Try it in action. A critical, fault-finding daughter comes in with an over-indulgent mother to look at shoes. The shoe that delights the mother is the very shoe that the daughter "simply wouldn't wear." You show them your whole stock but with no shoe sale. You draw a sigh of relief when The Mother Who Is To Blame and The Daughter Who Should Be Spanked decide to continue their quarreling elsewhere.

Right there call your vision to mind, not a very hard vision to grasp either; just, I am a J. C. Penney Company man. Do you get what that would mean to you? It would mean that, instead of thinking how happy you are to be rid of them, you would be doing your best to get them interested in some other department where the girl and her mother can agree. It would mean thinking: It has cost a lot of work and much advertising to get them to come to this store. Are they going out thinking that all we have is some shoes they don't want? No, I am a J. C. Penney Company man, representing the entire chain. No, I am a J. C. Penney Company man who won't quit till both those ladies realize J. C. Penney Company values. No, I am a J. C. Penney Company man. I am going to sell that pair something right now. My hopes and my future are part and parcel of this store's future.

Apply this brief talisman to other situations that we face daily. Mrs. Good Nature comes in for a pair of socks for her husband. He wears a number ten shoe but she doesn't specify any size sock. Slipping a slow-selling size of socks is no rare act, as we read in a recent Dynamo. Are you going to try it? Nothing doing; I am a J. C. Penney Company man. My acts must square with J. C. Penney Company principles.

A day comes when every customer seems hunting for trouble, and all the sales seem to be refunds. What are you going to do? Decide that it isn't worth while digging in? Or are you going to it harder than ever? You can turn the scales every time with the slogan: I am a J. C. Penney Company man. In that Organization a quitter just isn't.

One more use for the phrase, and then think it over and see if it isn't a worth-while idea. After a hard, hot day's work we go home to the comfortable chair. Is it your plan to sit down and just mentally loaf? Maybe you want to spend the evening in friendly gossip. Perhaps Doug Fairbanks is at the movies. All fine enough, but don't forget the motto: I am a J. C. Penney Company man. It will draw you to the article in System on better business methods. It will add interest to the method of making artificial silk that the Dry Goods Economist has carefully described.

If you put the emphasis on the J. C. Penney Company part of the slogan, instead of the "I am," it may mean an hour's extra time on a correspondence course. In any case let the motto get you, and you'll find it is double-barreled:

Today, I'm proud that I am a J. C. Penney Company man. Tomorrow I'll be a bigger, better J. C. Penney Company man.

The invisible makes the nation. The nation is not made great, it is not made rich, it is not made at all, by mines and forests and prairies and water powers. Great men make a nation great and the qualities that make men great are invisible.—LYMAN ABBOTT.

OCTOBER, 1921
Relationship Between Service and Reward

BY J. E. CASEY, Manager, Burlington, Iowa, Store

I HAVE often been asked what it was that impressed me most when the proposition of the J. C. Penney Company was placed before me and inspired in me that desire to affiliate myself with the Organization.

First, I came with the Organization because I saw the wonderful opportunity it held out to me.

The proposition was outlined to me by my friend, Mr. J. M. McDonald, in a very short luncheon hour, I might call it a typical J. C. Penney Company luncheon hour, on a busy day. I met Mr. McDonald with a curiosity to be satisfied and I left him saying Veni, Vidi, Vici. In that short hour the whole-souled Organization, an association of The Brotherhood of Man, an example of the Golden Rule in actual operation was explained to me in a business-like manner. I felt as if I were listening to a romance, for the whole scheme, the plan, the system, was so interesting to me, it was so ideal, that I kept asking myself: Can it be possible that such an Organization can really exist and the world at large be ignorant of the fact?

NOW, Mr. McDonald did not show me the rosy end of the proposition by any means but he did impress upon me the fact that there was a great opportunity and that I was one of the agents through which that opportunity could spell success.

The hard work, the long hours, the obstacles, the sacrifices, the unrelenting energy that one must expend were all made clear to me. But the principles of the Organization loomed over all of them and the application of the great lesson of the relationship between Reward and Service was evident in his explanation of the workings of the Organization.

The similarity of the spiritual and material relationships whereby man is enabled to work out his own success in a business way just as he attains his spiritual reward in a spiritual manner appealed to me.

I sometimes feel that we do not fully comprehend just what a great impression it makes upon a man who first receives a general outline of the J. C. Penney Company proposition. And while this outline should, in a measure, be uniformly given and never should be alluring or misleading in any manner, it cannot but lead to intensive thinking on the part of the investigator. If clearly and definitely put before him, it will be most impressive not only in a business way but also in a moral way.

OUR conventions, our store meetings, our Dynamo, are all doing a wonderful work, not only among our immediate associates and their families, but wherever their influence may reach. In maintaining our standards, our principles and our business methods religiously, we shall reap a reward, as an Association, in proportion to the service that we render to the public in general and to each other as individuals.

There is no man affiliated with the Organization but realizes that he is becoming a bigger man, a better merchant, a broader individual in every way. Last but not least, through the influence of our conventions, the store meetings, The Dynamo and our Educational Department we are all becoming better morally and are eliminating constantly the spirit of selfishness, replacing it gradually with the spirit of consideration.

I feel that I am voicing the sentiment of every associate of our great Organization when I say:

Let us so live and conduct our business that we may say as an Association we are what we are with the Grace of God.

From the time we are able to grasp the simple lessons taught us on our mother's knee, all through life, we are daily, yes hourly, reminded in divers ways that Reward should be in proportion to Service rendered.

THERE are times when selfishness, avarice, dissatisfaction, discouragement and circumstances obscure our vision of the true reward. While the reward may be in some instances visible and incomprehensible to our understanding yet, without exception, there is a reward fully in proportion to the service rendered whether or not the appreciation of that service be demonstrated in the present or stored up for us in the future.

The moral support of material things, so sadly lacking in the commercial world, is the main cause of the prevalent unrest today as it has been through all the ages.

If humanity today would but trust, the reward for satisfactory service would be forthcoming in justice and consideration to all.

If more selfishness could be eliminated and more consideration shown in the evolution of religion, of commerce, of all human affairs there would come about better understanding between men and truer reward for his service. It is this spirit of Reward and Service that makes our Organization unique and one's association with it a privilege.
Mr. Penney's Visit

By V. L. Horn, Manager, Marshalltown, Iowa, Store

When the writer first joined forces with the early-day J. C. Penney Company stores, we had the pleasure of seeing Mr. Penney at least once each week. It was no unusual thing for him to drop in on us even more frequently. At that time, I was with Mr. Mudd in the Midvale, Utah, store. Mr. Penney, being located at Salt Lake, was able to jump in his car and within a very few minutes a motor would be chugging out in the rear of the store. Then we heard some one enter the rear door. As soon as he was inside, off would come his hat and he would be back of the counter selling merchandise.

Every visit of Mr. Penney's was looked forward to by all of us younger men. It was always a source of inspiration and we remember with pleasure and appreciation the many heart to heart talks we had. He quite frequently had cause to call us down for some little mannerism or other fault and the quiet gentlemanly way in which he did it made us, then and there, decide not to do that thing again.

I am sure all the older men miss, more than all else, those visits of Mr. Penney's.

Now that we have grown to be a Nation-wide Institution it is impossible for any one man to visit all the stores. Did it ever occur to you that it cannot be done in a year's steady traveling, even if one spent only a part of a day in a place?

The next best thing is for every Director and Manager, whoever he may be, when the occasion presents itself, to stop off and visit the Manager and his associates. The members of this Organization are one large family. There is such a feeling of brotherly love, that it makes no difference whether you have ever met the other man or not, the minute he learns that you are a J. C. Penney Company man, he is your friend.

Mr. Hoag dropped in on us unannounced the other day and believe me, we enjoyed having him. His visit made us all feel better. We have had more ambition to work harder ever since. All J. C. Penney Company men are supposed to have lots of ambition but, when the thermometer stands around a hundred in the shade for two and three weeks at a stretch I want to tell you a visit from one of the Directors helps considerably.

I know that we like to have other J. C. Penney Company men visit us and I, for one, wish they could drop in on us frequently. The glad hand is a great stimulant. Come often.

The Merchandising Team

By H. S. Ivie, Redfield, South Dakota

Our President, Mr. Sams, has said:
Co-operation is the efficient team work between the Directors and all the associates of the J. C. Penney Company.

As regards the individual store of the J. C. Penney Company, we may say that co-operation is the efficient team work between the Manager and all his associates in the store.

The success of each store depends largely upon the efficiency of the merchandising team. Whether the individuals in the store realize it or not, their success depends entirely upon the work of the team.

The team must work in perfect harmony and unison to make the greatest showing for its store.

To be a real J. C. Penney Company Team Worker means that you must put forth your best efforts every day. If you will do this you will become an efficient team worker.

Good stock keeping in a store shows the work of an efficient Stock Keeping Team.

To greet all customers in a cheery manner and make them feel at ease means that you have a Courtesy Team.

Increase the volume of your store's business through suggestive selling and you have a real Selling Team.

Pay strict attention to all the waste that may increase the operating expenses of your store and you have a Thrift Team.

Study to find new ways of bettering the service in your store and you will have an Efficiency Team.

Sell to your customers only the merchandise that
you feel will be satisfactory to them and you have a Public Service Team.

In our merchandising team, some are better players than others. But you must all realize that the growth of our Company depends largely upon the efficient team work of all the members of the Organization.

Dr. Short writes in the June issue of THE DYNAMO: 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.

Remember that only through efficient team work can your store be a success.

Remember that only through the success of your store can the Company continue successfully to grow and develop.

Address of Welcome

The following article by Mr. G. B. Fahrendorf, Manager of our Huron, South Dakota Store, is from the Address of Welcome delivered by Mr. Fahrendorf at the meeting of the South Dakota stores, and reported in full in the August DYNAMO. Here is a splendid message for every one of our Associates.—EDITOR.

EVERY man or boy working for the J. C. Penney Company is a potential partner and is or expects some day to become a partner, that is to have an interest in one or more stores. I say one or more stores, for when you have progressed to where you have acquired an interest in one store you have only just begun. You will not have reached the height of your ambition, for the J. C. Penney Company expects you to go on and on.

It is to the young men in the stores of South Dakota, as well as those of all the other stores of this Nation-Wide Institution, that this Organization is looking to and depending upon to carry on the business, the foundation of which has been so substantially laid. Giving the right training to the men that are coming on is a subject that is emphasized, I believe, more than any other. And it is properly to prepare men that the J. C. Penney Company has so munificently prepared at great expense of both time and money a thoroughly practical Educational Campaign in salesmanship.

Study the Business Training Course lessons diligently, consistently and persistently. Systematically set aside a portion of each day for study; let nothing interfere with your study program. To the victors belong the spoils. Above all, persevere. The results will be measured in the same proportion as you have measured your efforts.

Further, in order to attain that high efficiency which we are striving for, it is necessary to watch carefully our every endeavor in order to eliminate all unnecessary expense, to eliminate all duplication of effort and to increase our concentration.

Another of the big factors entering into the success of the J. C. Penney Company is the spirit of co-operation; one for all, all for one, the spirit of the Golden Rule in every deed. Only through sincere co-operation can we individually increase volume. Many are inclined to feel that the chances for success in business are not as good as they formerly were. Assuming that the young man of today has fewer prospects of becoming his own boss than the young man of twenty-five or fifty years ago, I claim that the channels through which the abilities of any ambitious young man may be directed with most gratifying results financially and otherwise are more numerous and broader than was the case before big organizations came into existence. Take remuneration for example; it is a well known fact that the salaries being paid today to thousands of men in executive positions would, even twenty years ago, have appeared fabulous. Besides their salaries, the present day employees of great corporations in many cases have an opportunity to share in the success they help to create.

THE J. C. Penney Company is most democratic and liberal. The ambitious worker finds with our Company opportunities heretofore unheard of. Be fair in all things. Be charitable, not only toward your customer, but toward your fellow workers. Help them, assist them whenever possible to overcome their shortcomings. Let them help you in your needs. Practise the Golden Rule. It pays; pays big, not always directly in money but in the consciousness of having done that which was right. The right thing is always the big thing and the thing most worth while.

Persistence is the key to existence. Success invariably rewards the good fight. Knowing what to do or how to do it won't bring results. Action must drive ability.—HERBERT KAUFMANN

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The Retail Salesman

By W. T. Keaton, Manager, Palestine, Texas, Store

In these days we know that selling goods is more than bartering and trading of one's wares or the wares of others as in the days of the old time merchant. Salesmanship today is on a par with any other professional activity wherein knowledge has been obtained through constant application, practice and study. All of us can recall the tricks and schemes of the old time retail salesman. He was then a barterer, a legalized highwayman; but today this type of retail salesman is recognized as a criminal in disguise; he finds no opportunity in the modern retail store that has for its policy the spirit of service.

For our sales force to reach the highest state of efficiency it is absolutely necessary for each and every individual composing that body not only to possess a desire to render Service but to have the capacity for doing it. If we measure the worth of our salespeople solely by the sales they make in a day, a week or a month, we are educating them as salesmakers but not necessarily as business builders. And right here we find a leak which, if neglected, will terminate the very life of business: The Retail Salesman is either building future business or he is paving the way for the destruction of business already established.

In our stores we have for sale only three things. First: Values. Second: Quality. Third: Service. As buyers of merchandise we should see that the goods we buy represent right value for the price. We know this merchandise to be of unquestionable quality. We fully realize that for our business to grow and prosper we must sell our customers good merchandise at seasonable and legitimate prices. But right here is where many merchants stop because they feel that quality and value alone form the basis and foundation of future success. I want to say to you that quality and value alone never have and never can insure permanent, profitable patronage. But I do contend that quality, value and Service will not only secure permanent, profitable patronage, but will maintain it.

Here is where the retail salesman comes in. It is up to him to render the Service that forms the connecting link between Quality, Service and Value. It is this that gives the customers of our stores greater confidence and makes for us good will. If this be true, then how is the Retail Salesman going to render this full degree of Service if we do not show him what the real meaning of Service is?

Service wins confidence and confidence is the basis of all business. Our salesforce is the service-rendering power of our stores. Therefore, it is necessary that we give thought and attention to that branch of our business which tends to maintain the confidence that the quality and value of our merchandise secures.

A constructive or business building retail salesman will not sell to a customer an article which he knows will not be of use to that customer. For his aim is to win and maintain the confidence of that customer and not merely to make a sale.

Quality and value may bring customers to our stores and put money in our cash drawer for today. But as sure as the morning follows the darkest hour of night, if you overlook service today you will have to scratch for new customers tomorrow. Again I say: Quality and value will secure confidence but you must link service, quality and value to maintain it. And the retail salesman is the service-rendering power of our stores.

Give me the most perfectly equipped store building that could be dreamed of by the greatest architects; fill it from top to bottom with merchandise of tested quality and unquestionable value; appropriate funds for the greatest advertising campaign the retail world has ever known; then deny me sales people possessing the right spirit of service and, in a short time, I will show you the biggest, deadest thing that ever graced the face of mother earth in the form of a business institution.

The Retail Salesman whose motive is money getting, irrespective of service, may get money from a few patrons today, but he will not find as many patrons nor get as much money tomorrow as the salesman will whose chief motive springs from the spirit of service.

It is our duty to install in the salesbody of this Organization the desire to render service. Therefore, it is necessary that we take our salespeople into our confidence, let them know that we look upon them as our partners in the game of conducting a store, that we are with them, not only in the measure of dollars and cents, but in the spirit that shows them we want to see them grow in service giving power. Let us show them that we have confidence in their ability to render the kind of service that will maintain the confidence and good will of the customers of our stores. Let us teach them by word and example that every customer who enters the store has something that is more valuable than all the money he may spend.

And that is Confidence.
ENGLISH history records that when young Disraeli was making his first campaign for Parliament, a voice in the audience called out:

We know what the Whig candidate is standing on and what the Tory candidate is standing on, but what are you standing on?

I am standing on my head, was his ready reply.

In the eddies and cross-currents of the modern business life, a clear head dedicated to a strongly concentrated purpose is the only safe standing ground. In the business world we must be able to distinguish between those courses which are thoroughfares to a goal worth reaching and the inviting paths which are only blind alleys toward which unthinking and ignorant counsellors are ever directing us.

We are independent when we do not think in a circle that leads nowhere. Then, to possess a wise counsellor, to whom we may reveal our problem safely, is as good gold. But mark you, that wise counsellor will not always be at our call. Then why not begin at once, and continue, to stand on our own head? Break away! Think straight in some direction! This advice we all recognize is greatly superior to an endless swinging around in a circle.

WHAT THE COUNSELLOR DOES

But how can we do it? General Robert E. Lee, after long hours of work, would call in General Longstreet and say: I need a tangent. My mind has got to working in a circle.

In the counsel of his alert and trained associate he found the tangent that led him straight to a decision.

In a business crisis, a wise and trusted counsellor may help us to find the needed tangent. But that counsellor, if available, should be one who knows us well. It is said: Iron sharpeneth iron; so a man sharpeneth the countenance of his friend.

We must cultivate the art of self subordination to the larger purposes of success. To accomplish this we must learn to possess ourselves, to keep true to our purpose, to keep our own counsel. And above all let us avoid every form of business gossip.

Business gossip injures everybody. The one who carries a confidential statement, secured under the guise of business confidence, from your competitor, will carry the same from your store to another competitor. Avoid the business gossips as you would a poison. These conscienceless tale-bearers have talked thousands into moral and financial ruin.

THE CONSEQUENCES OF BUSINESS GOSSIP

ENGLISH history records that, many years ago, the president of the largest banking house in the city of London said, in the presence of a number of his clerks, that the Rothschilds, his greatest competitors, were getting so much of the financial business of the Empire, that they had about decided to refuse longer to honor their (the Rothschild’s) paper. Unfortunately for the bank president who talked so freely, and who did not keep his own counsel, one of his clerks who also did not know the wisdom of holding his tongue, told the story to his chum who was a clerk of the Rothschild’s institution. He in turn gave the secret to Mr. Rothschild.

In the fullness of time the large banking institution informed Mr. Rothschild that it could no longer honor the Rothschild paper. The old financier, already aware of the program and intentions had been preparing for it. He had called together his five sons and all the bank’s agents and, swearing them to secrecy, divided among them every available shilling from his many banking institutions. He sent them out over the British Empire to buy up all the paper and certificates of deposit issued by that certain great banking institution.

On a certain morning he appeared at the paying teller’s window of that great bank and handing the teller a certificate demanded payment in gold. Then he offered another and another. All day long the old banker stood there handing in paper and demanding gold. The gold was passed on to his clerks to be loaded on drays and hauled away. When the bank opened its doors next morning, Rothschild was the first at the window still handing in paper and demanding gold. Finally the clerks became alarmed as they saw the gold supply dwindle by cart loads. They informed the president who appeared at the windows and asked Mr. Rothschild to step into his private office. The banker went in but took care to place one of his agents at the window to present paper and demand gold. The banker said to Mr. Rothschild:

What does this mean? If it continues we shall be obliged to close our doors.

It means, said Rothschild: That I am here to compel you to honor the paper of the Rothschilds.
Oh, certainly Mr. Rothschild, we shall be delighted to accommodate you.

No accommodation about it, thundered the old banker. I am here to compel you to do it.

And he closed that great institution, a calamity due to the indiscretion of a clerk who betrayed the secrets and confidence of his employer. In other words, Mr. Rothschild became familiar with a carefully conceived program that he must engage and defeat on the financial field of battle.

Countless examples may be found in history to illustrate how dangerous is the business gossiper, how untrue he is to his superior and the business. And the lesson they all instill in us is the simple one which is expressed in the title of this brief article—Keep your own Counsel.

A Business Asset

BY V. A. MALMSTEN, Manager, Redfield, South Dakota, Store

Many excellent articles on the general subject of Courtesy have appeared in The Dynamo. This one is, however, particularly valuable in the practical suggestion it makes that every one, in our stores, may emulate the superior qualifications of every other associate and thus bring both Service and Courtesy to a high degree of perfection. The Dynamo wants more of this kind of article.—EDITOR.

COURTESY is defined as politeness of manner, an act of civility, of respect, an act of kindness or favor performed with politeness.

From this definition it would seem easy to turn courtesy into a genuine asset of daily life. But let us see how it works out.

It seems only natural that we should always be polite, civil and kind to customers, for they are our guests. I say guests, because a visitor to our store is as much our guest as if he called at our home. We advertise our business by various methods, always inviting people to call. We should, then, treat them as guests when they do call.

When we open a store in a new community the people are strangers to us. They know nothing of our methods, nothing of our reputation. They have simply received our invitation to call through our general publicity.

How do we receive our guests?

THE CUSTOMER A GUEST

There is an old saying which tells us that the first impression is the lasting impression. We must remember this. We want these people to call again. We want them to become patrons, regular customers of our store. Do we always greet them and serve them in a way that will give them this impression or do we make them feel as if we were doing them a favor?

Not only is the store’s progress and reputation affected by this first impression but our individual success is influenced by it. Every employee in our stores is a personal representative of the J. C. Penney Company. The Organization is judged and either criticized or lauded by our every act and manner both in and out of the store.

THE PREFERRED SALESMAN

Who has not met customers who, time and again, call for some one salesperson?

Why do they do it? Because there is something in the personality and manner of that person which pleased them on a previous visit. They received something more than the package they carried away and they came back for more. They knew the kind of service they wanted was in the store and they were sure this person could render it.

I am, let us say, a new man on the job. Here’s my chance. Am I going to show the customer that I also have a little of that same quality? I shall try to serve him by helping him to locate the person he is looking for. If I merely let him help himself, I thereby cause him to lower his estimate of me personally and of the J. C. Penney Company in general.

Wouldn’t my little act of assistance give him a favorable impression of me that would be remembered? And will it not give him the true impression that not only this person whom he knows but the whole force is interested in serving him and all other customers in the very best way? This being so he will, in time, not look for any particular salesperson but will feel perfectly at home, at ease and satisfied with every one in the store.

Courtesy is a small word in itself but it is a big quality to possess and apply. Let us cultivate this quality all we can and we shall soon experience gratifying results that will be good for us in a personal way and for the store.

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October with her heavily laden table is once more spread before us. We look upon her bounties with both admiration and satisfaction; admiration because of the wonders wrought by the combined efforts of God and man; satisfaction because therein we behold the possibilities of having all our physical needs provided for. When man works with God, marvelous, indeed, are the results.

We cannot look upon the productivity of garden or field without learning many important lessons, providing we see, as intelligent beings possessed of eyes, ought to see. The sad fact, however, remains, even as of old, that some have eyes but they see not, some have ears but they hear not and some have hearts but they do not feel the surging impulses of the movements of God through either His natural laws or His spiritual manifestations.

LESSONS LEARNED

Looking out there upon that garden or field product, with the eyes that see, one cannot fail to learn the lessons: Soil preparation, seed sowing, crop cultivation and harvesting. Each in its place is important and out of its place it is largely useless. The soil must be prepared to receive the seed kindly, to hug up close to it and to supply it with moisture, warmth and the power to produce its like. The seed must be life-bearing of the kind desired. The cultivation is necessary both in order to keep down molesting growths and so to stir the soil as to bring the moisture and to hold it in the area wherein the roots grow and spread. That harvest-time is important is entirely evident from the fact that all the work leading up to it was done solely for the purpose of having a harvest to gather, and to fail wherein would prove wasteful of seed sown and effort expended as well as of the destruction of the crop produced.

LOOKING DEEPER

What, after all, is our life but a seed sown, cultivated and finally harvested? Life has been defined by some as a “vapor, a bubble, a sojourn, a battle, a mighty maze,” but they all combined fail in their effort to define it. Life in the individual is the spiritual creation of God, dwelling in physical form that it may manifest its glory and work out its destiny in conformity to His laws. This growth does mean struggle, pilgrimage, contention with multitudinous mazes and cares that sometimes press human faces to the earth. But life means triumph over oppositions of every kind and character and degree. Life means happiness. And when we fail in its possession we are failing properly to live and they that are not happy do not live but linger. Life means soul enlargement and the out-put of its most sympathetic ministrations is the desire that others also shall be happy.

“We live in deeds, not years; in thoughts, not breaths; In feelings, not in figures on a dial. We should count time by heart throbs. He most lives Who thinks most, feels the noblest, acts the best.”

SOWING AND REAPING

The age-old law: Whosoever a man soweth that shall he also reap, remains and there is not a sphere of life with which we are connected in which that fact does not hold good. Our crop, in kind and degree, should cause deep reflection on our part to ascertain whether or not we are reaping as we feel we should.

One important item should always be remembered: We reap from our own sowing. Hence, every crop will not be the same as that reaped by other sowers. Sowers differ as to endowment, ability to use it, opportunity to sow, diligence in cultivation and care in harvesting. But no one is responsible for another’s seed and its use. Therefore, let us hasten to the fields of opportunity, sow therein the best seed we possess, cultivate them with loving care that we may garner the harvest in due time.
IMPORTANT QUESTIONS

WHAT are you sowing?
Where are you sowing?
How do you cultivate the field—your opportunity?

Some well meaning folks go at their tasks rather ignorantly: they sow a poor grade of seed; they sow

a kind not adapted to a particular quality of soil; they sow where proper preparation has not been made; they cultivate improperly. Poor crops always result where these elements obtain.

This law is just as true in our business as it is with tillers of the soil. Farmers are not the only folks that sometimes fail because of a lack of knowledge. Training the mind never causes a man to become a monkey. If he is a monkey, training only emphasizes his monkeyness, causes it to shine more conspicuously.

No man can ever be a great Merchant until he has learned the fundamental principles of merchandising: how to buy, how to display, how to sell. Some succeed because they know how. Others fail because they don’t know how. Some secure small results by the use of their natural endowments and others secure large results by the use of those small endowments trained to their fullest capacity.

Our Company seeks the largest results that natural endowments plus their cultivation to their highest efficiency can produce. Until we have reached that degree of productivity, we shall not have attained the largest possible harvest.

1921 FIFTY MILLION SALE

SALES reports coming in are most encouraging in spite of the set-back that overtook business last fall. Our stores are seriously engaged in a much desired recovery of sales growth. And that they

are succeeding, the reports are increasingly showing. That’s the result of the fighting spirit so evident in the Organization since its beginning and this spirit must be kept up and increased.

Our President has suggested that present indications are that the Fifty Million Dollars Sales point will doubtless be reached this year; toward that end he seeks to have the fullest co-operation of everyone connected with the Company.

There can be no difference of opinion relative to this matter. The three remaining months will witness the greatest sales turnover of Goods ever known in the history of the Company. It must be so and it will be so. Every Manager will set himself at this task with more resolute intelligence than ever before and every salesman and saleswoman will immediately reflect the spirit of their leader.

Brother Sams, we’ll do our best.
Watch us make good your desire.

DOES EVERY SHELF PAY?

EVERY shelf in the store is not alike productive but there should not be any non-productive shelves in any store. Whenever such a condition arises, there should be a change in the Goods on that shelf for something different. There is that best place in every store for every article, and the finding of that best place is one of the many duties of the Manager and his Associates.

In every best paying store there are no dead spots, no non-paying shelves, no dust-covered articles.

Does every shelf pay in your store?
Look them over carefully and see if any profitable changes might be made.

STOCK KNOWLEDGE REQUIRED

A POORLY trained clerk, if such were possible, with a thorough understanding of the Stock, will prove a much better salesman than a well trained clerk with little or no knowledge of the stock. The stock on hand, its grades, qualities and values is requisite for every would-be salesman and saleswoman, and those who become proficient in these matters will always prove interesting and successful in their chosen profession of life’s work.

Far be it from the thought of any Merchant or Salesman, however, to feel that personal training and a knowledge of the Goods are all that’s necessary in order to do a great Business. There is one other almost equally important requisite—the proper display of the Goods.

HURRY ALONG

THOSE not having sent in their Third and Fourth Lessons are urged to do so at the earliest possible date in order to prevent others from being held back in their efforts.

Please hurry them along.
ECONOMIC REVIEW
A Statement of General Financial Conditions

BY PROF. D. WALTER MORTON, Educational Department

GENERAL CONDITIONS

The experts seem more optimistic about general conditions for the next few months. There is a feeling that the worst of the post-war adjustment period is over—but as one authority puts it, hesitate is the watchword of business today. There is still considerable liquidation yet to be accomplished. Loans declined more rapidly in July than in any previous month. The Federal Reserve Board calls attention to the heavy movement of crops toward the markets. The general tenor of their report is optimistic and better trade conditions for this fall is the impression the report leaves on the reader. A feeling of optimism is especially noticeable in the West. The volume of expenditures by summer tourists has not reached war or post-war volume, according to summer resort managers. One hundred theatrical road shows are reported to have abandoned their regular one-night stand trips. The natural reaction of post-war spending is still being felt by manufacturers and retailers. One of the outstanding events of the recent weeks is the upward change in the price of cotton. There has been a recovery of seven cents per pound from the 32 cent decline from the peak price of 1920. The smaller acreage planted and the failure of the crop to produce up to normal has helped to relieve the situation and bring the price slowly back toward normal.

The railways also have increased their earnings through the lessening of their overhead expenses, largely by the substantial reductions in the payrolls. Reports from 192 class 1 railroads indicate a substantial increase in earnings, for the month of July, of some $68,000,000 as compared with a deficit of $11,000,000 a year ago. The wage cuts account for some $30,000,000. When the railroads again enter the markets with equipment and supplies orders an impetus will undoubtedly be given to labor and manufacture in many lines of industry. Replacement of rails, roadbeds, cars and other transportation equipment cannot be postponed too long except at great loss. The Railroad Funding Bill, which will provide $500,000,000, will enable the carriers to make the necessary repairs and extensions.

The preparations necessary for advancing approximately one billion dollars in farm credits have been about completed by the War Finance Corporation. Executive committees are being formed in agricultural and stock-raising sections of the West and South in order to expedite the Pacific, are the basis of the boom buying statement. Our Managers should take advantage of this buying tendency and push sales to the Fifty Million mark set for us by Mr. Penney. Reports from many of our Managers verify the statement regarding the tendency to purchase now. This is the time for every Manager to push sales.

LABOR

UNEMPLOYMENT is not confined to any one center or activity. The number of unemployed, as reported by the Bureau of Labor, is 5,735,000 in the whole country. Some of those now employed in seasonal industries, such as farm laborers, will soon be ready for new work. President Harding soon is to call a national conference and the Department of Commerce has been asked to make preliminary arrangements for such a conference. The object of the conference will be to inquire into the volume of needed employment, the distribution of unemployment, to make recommendations as to measures that can properly be taken in advances. Preliminary applications for advances will thus be speeded up and the necessary investigation of securities offered for credit will be made by these committees. When this needed credit is given to farmers and stock raisers agricultural improvement and advancement will be evident almost immediately.

The Philadelphia North American states, under an August 30th date line, that with few exceptions retail buying has swung into a boom, hardly equalized in the flush thres of war profits and prices. The cause of the new buying movement is the depletion of old stocks and light inventories now on hand. Answers to telegraphic inquiries, sent out by the New York Journal of Commerce, to bankers, merchants, farmers and retailers of all grades and classes, from the Atlantic to co-ordinated speeding up of employment by industries and public bodies during next Winter. A study will be made of the economic measures needed to relieve the present unemployment and speed up business recovery. The Executive Council of the American Federation of Labor has heartily approved the action of President Harding.

Factory wages in New York State have decreased some 13 per cent from October to August 1. The paper mill industry reports wage cuts averaging 15%. Judge Landis, as arbiter, has just handed down a decision which calls for wage cuts of from 10 to 33 cents an hour. Some 50,000 Chicago workmen are affected. The Special Board appointed by Secretary Denby has recommended an 18% cut in

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wages paid to some 60,000 civilian employees in the naval establishment.

The Steel Corporation has again cut wages and this third reduction announcement will bring the wage scale back to the level of 1917. Orders are being received, however, for steel needed for current purposes only and no tendency to accumulate stocks for later use is prevalent. Liquidation of present stocks is not now complete. There is hesitation yet. The reported building boom in Chicago may contribute to relief of the unemployment in that section. Public utilities in Illinois received permits to start over $35,000,000 worth of improvements during the first six months of 1921.

RECOVERY IN DETROIT DISTRICT

The business depression which was felt early in the year in the Detroit manufacturing and industrial center has apparently passed. It was violent while it lasted and thousands were thrown out of employment but the big industrial plants are busy again. There has been improvement every month since January. Labor is employed at 65% of the former peak. The automobile industry is producing a greater number of cars than ever. The Ford plant turned out 4,083 cars in one day recently. Sales of Ford cars and trucks for the second quarter of 1921 numbered 301,796. Sales of cars and trucks of all other companies in the U. S. for the period numbered 196,341.

The Department Stores report better business and the Savings Banks show a very substantial gain in their savings volume. The crops of the district are doing well and a large harvest is promised.

BANK RESERVES

There has been a net gain in bank reserves during the last week of August, the reserve ratio rising from 66.5 to 66.8. Call rates are still low, 5 1/4% being the rate quoted for most of the first week of September. There was a net increase of $17,100,000 in total deposits and a reduction of $4,400,000 in note circulation, according to the Federal Reserve Board's weekly bank statement for August 31. Bank deposits are increasing and when the adjustment period is ended there will be credit funds available for whatever normal expansion may be necessary, according to present indication. Savings Banks in many places show a growth in deposits. Gold imports are increasing weekly and a large gold reserve is now in our banks. A total of $460,000,000 in gold was imported this year up to August 10th.

AGRICULTURE

The crop outlook is not quite so promising as a year ago. The Government's Weekly Bulletin for August 23rd mentions the need of rain in some quarters, especially in the Southwest and Northwest. The corn belt states reported fair conditions for growth and the crop is now estimated at 3,186,000,000 bushels, the second largest in our history. Iowa and Illinois will undoubtedly harvest large corn crops. Some deterioration of the cotton crop is reported for Texas and Oklahoma, due to lack of moisture, but plants made good growth in other sections of the cotton belt. The oats crop is reported as below normal. Potatoes have benefited greatly from recent rains.

Agriculture still is our most important industry, judged from the standpoint of capital invested, as a study of the chart shown herewith, which we use by permission of the Extension Division of the United Y.M.C.A. Schools, will indicate. Many of our stores are located in the agricultural districts and every Manager should realize the vast amount of capital agricultural investment represents.

PALESTINE, TEXAS

On Monday evening, August first, the Penney Pep Club held a very interesting meeting. The Club was called to order by President Welch, with all members present. Mr. Welch read the Store Leaks from the August DYNAMO; a general discussion followed with a word from each member as to how to improve ourselves on these topics in the daily routine of business. Our Manager, Mr. Keaton, gave us an interesting talk on Courtesy, pointing out, in detail, what an important factor that one word is and what a great part it has played in the success of the J. C. Penney Company. Mr. Keaton said: Courtesy costs us nothing. But that it purchases a great deal has been shown in our Organization's history. Each member was asked to suggest new ideas and plans to increase our efficiency and ability to make the move into our new building a most profitable one. All pledged their full co-operation. So look out folks, we are going after some nice gains. We expect to occupy our new building, which is a great deal larger than the one we now occupy, on or about the 10th of August. With no further business the meeting adjourned.

F. M. BUTLER, Secy.

TUCSON, ARIZONA

The J. C. Penney Company associates met for their regular monthly meeting on Aug. 9th. Mr. Shephard our president, is now taking his vacation, so Mr. Harwood acted as chairman.

The meeting proved to be the most successful one that has yet been held, but we hope to continue to improve. Early in the day, Mr. Harwood passed to each member of the association a topic to be discussed in the evening at the meeting.

Mrs. M. McNinch talked on how to make out tickets. Be accurate in addition, be absolutely certain that you have added your tickets correctly and place the amount of money your customer gives you in the upper left hand corner of the ticket.

Miss Lucero spoke to us on how to sell goods and keep stock at the same time. Miss Lucero told us that you should be able to entertain a customer while you are replacing on the shelf the goods you have been showing. In this way your stock will always look neat and clean and the counters and show cases will never be piled high.

Miss Shepherd's subject was Cheerfulness. The one important thing in life is cheerfulness. If your customer be rich or poor, black or white, always treat her with courtesy, give her a smile and she will be sure to come back again.

Mrs. Mansfield told that good salesmanship is as essential in business as good stock keeping. Be polite, gain the confidence of your friends and customers by telling them the truth always.

Mr. Cain spoke on the relation of the employees to the J. C. Penney Company. Be a student, not a machine. Mr. Cain is
very enthusiastic, willing to work and study and later gain his reward.

Mr. Fuller gave a very interesting talk on window display. He told of many instances where good window display and markings had sold an entire stock of goods immediately. The goods in the interior should be displayed and marked as well as merchandise in the window.

Mrs. Russell told us that correct measuring and marking are essential in the alteration room. If each clerk will be accurate in marking and measuring there will be no complaint from the customers.

Mr. Alexander told how and why stock must be kept neat and clean at all times. Bolt goods should be placed on the shelves by holding the loose end down to keep it from rolling. Many other good points on good stock keeping were given.

Mr. Mansfield talked on several different topics. First, loyalty to the J.C. Penney Company store. Stand up for the Company. Never let anyone ridicule or criticize your store, and above all things YOU stand up for the Company.

Always give everybody a square deal. If your customer comes back with a complaint, satisfy her. Never quarrel with a customer over a few cents or dollars as it isn't good business.

GEORGIA HALL, Secy.

DOUGLAS, ARIZ.

THE Penney Pep Club was called to order Aug. 12th, Mr. Moreno presiding.

Mr. Ernst gave a brief talk on Cooperation. He asked each clerk to help so that he might be able to keep the Dry Goods Department in better condition. When any item in stock is running short call his attention to that matter at once.

Mr. Moreno asked each clerk to study to increase ability in suggestive salesmanship. This will help to lower our percentage this month, and try to make every minute and hour productive.

This question was asked Mrs. Kirkpatrick: What do you do in order to make so many sales? Her reply was: Showing what merchandise we have, especially new goods and merchandise of exceptional values. A sale is often lost for lack of showing merchandise.

New merchandise was then discussed by different salesmen. Adjourned to meet Friday, Aug. 26th.

GRACE WHATLEY, Secy.

FORT MORGAN, COLO.

A MOST enthusiastic meeting of the J.C. Penney Co-operative Club was held Aug. 9, 1921, Manager C. M. Cooper acting as chairman.

We were greatly pleased to have with us Mr. A. R. Watland, Manager of the Wichita Falls, Texas, store. After a few brief remarks, Mr. Cooper turned the meeting over to Mr. Watland.

Mr. Watland impressed upon us that we are one big family. Mr. Penney, a home loving man, has inspired the Company with this spirit.

His next point hit us all, more or less—Carelessness. We were given some very good ideas on this topic.

"Move your departments and rearrange your stock now and then," he said. "It will create interest for your customers. Customers build our store. Make it comfortable for them."

Mr. Watland next mentioned the importance of initiative. Keep busy and do not wait to be told. Keeping stock is important, but selling is even more so. It is what has built up our chain. Mr. Penney has said: "We used to come to the manufacturer, but it is a satisfaction to know that now the manufacturer has come to us." He spoke a word of praise of the "Wizards," of the New York Office who have helped to keep our chain growing.

Things can always be made better, he said, by making better selections, getting things into action early and buying merchandise you can sell.

He encouraged us to continue our Get-together meetings. He also spoke highly of the benefits which our Educational Department is offering.

After Mr. Watland's most helpful and interesting talk the meeting was open to any one who had a helpful suggestion.

Mr. Beattie, who has been with the Company only a few weeks expressed himself as being in the absorbing attitude yet. Mr. Beattie is a man of wide experience and of well developed initiative. He said that he believed he could and would do his best to help us build up our clothing department. Mr. Beattie is the kind of a man we are looking for.

Mr. Steele, Mr. Anderson and Miss Sickenberger added a few remarks to the evening's trend of thought. After Mr. Cooper had cautioned us about a few things that we must try to overcome in our business, the meeting was adjourned with Lesson IV for our next assignment.

MARY E. MOORE, Secy.

Efficiency Applied

A SELLING CAMPAIGN

THE August issue of THE DYNAMO contained an article by the Editor soliciting contributions relating to salesmen's every day experiences in the store. We have had success in the past in selling winter coats during the months of July and August. The boys and girls in the store were called together and the selling campaign on coats was outlined to them. It was pointed out that if each would make a special effort to show these coats to the customers, explaining to them in their talk that although it was too early to wear winter coats it was just the proper time to make a selection while the stock was new and complete. Customers were sold the coats with the understanding that they were to pay 20% deposit down and the balance on instalments. Last year we sold a number of coats in July and we set the mark at one coat a day for August. The boys and girls in the store entered into the campaign in real earnest; as a result we reached the mark set.

This year we placed our coats out on July 30th and laid five back with payments made on them the first day. We have placed the number of coats to be sold for August at twenty-seven and we believe that we shall sell even more than this number as a good many have already been laid away.

The early sales on coats are practically all made through suggestive salesmanship and it is a good test of the salesperson's ability to create additional business.

In addition to the advantages directly coming from the sale it is a great help to the Manager in reordering as he is in a better position to know the styles that are going to prove the most popular sellers in the community.

Provo, Utah C. C. Hoag, Mgr.

WELL KEPT RESERVE STOCK

BEING a new man with the J.C. Penney Company it is not my intention even to try to tell you anything that you do not already know. But will you allow me to remind you of facts that we all know but which most of us forget or to which most of us do not pay the proper amount of attention.

Do all of us realize the importance of a well kept reserve stock? Do we realize that a reserve stock well kept means less work, easier work, more presentable merchandise, a more attractive store, a saving of dollars and larger sales?

For instance, on a busy day your displayed stock is bound to run low. A customer comes in for a pair of overalls and you find it necessary to go to your reserve stock to fit him. Your reserve stock is in poor condition and you spend ten minutes looking for the size. In the meantime other customers come in and,
perhaps, go out because they cannot get waited on. Your original customer becomes impatient and, if he is still waiting for you when you return, he will certainly be in no frame of mind to listen to your suggestive salesmanship. Perhaps you have lost the sale of shirts, a suit of underwear and half a dozen pairs of socks. Now, if you could have gone into a well kept reserve stock and laid your hand on the article you wanted you could have returned promptly, sold your customer different articles by suggestive salesmanship and possibly have waited on another in the time you spent looking for the one article in a poorly kept reserve stock.

This one instance shows beyond a doubt that a well kept reserve stock means less work, easier work and larger sales. Stock badly kept makes it anything but presentable and if kept in poor shape it soon becomes damaged or dead with a loss of real dollars to our Company.

Of course every store has one man who takes care of reserve stock and keeps it in condition. But we all must help. If, every time we go into the reserve stock, we proceed to tear it up, throw stock around, even a half dozen reserve stock men could not keep it in condition.

So we all must help.

Huron, S. D. CLARENCE DOLAN

WHAT IS EFFICIENCY?

LET us first ask ourselves:

What is efficiency?

Is it hard labor from early morning till late at night, obeying orders?

Is it doing exactly what you have been told to do?

Is it being honest, faithful, loyal to your co-workers, employer and organization?

Yes, it is all that. But that is not all. Efficiency is science of the mind.

Good judgment and keen competition in the business world have driven many men to use and develop efficiency. The man of today must think, act and get results; if he cannot do that, he is of little use to the commercial world.

The average man goes about his work the same way, day after day; he never thinks about his condition nor how he can improve it. He is not looking into the future. He seems satisfied where he is, consequently the world is not looking for him.

Not a single successful merchant or professional business man of today has attained his present position without study of efficiency. Hence, it is absolutely necessary in our enterprise to study efficiency and to develop it in ourselves. This means that we must study, think and get our mental faculties working.

The positive qualities that help build our efficiency are many. One of the most important is the ability to concentrate. It often takes a long time to learn this and the only way to learn is to practise continually. While we are on duty trying to close a sale, the outside world must be shut out. The mind must concentrate on the one thing we are doing, how and when to close the sale. It is wonderful what the mind can do when it is keenly centered upon one thing.

Every man in the J. C. Penney Company naturally wants to increase his efficiency. Therefore, it is necessary to practice whatever enables us to improve. Efficiency is the one essential subject for us to develop in the best interests of our business and ourselves.

Preston, Idaho E. H. LARSON

A DIFFERENT SALE

A MAN came into our store to look at a suit of clothes. With him were his wife and sister.

The sale proceeded satisfactorily up to the point of getting the coat of a brown suit on the man. There was no complaint whatsoever about the suit as to color, fit or material. But the sister, from this time on, kept saying:

Let's look around!

I said but little and was mentally alert watching for some chance to speed up the sale, realizing that it was at a standstill and that it would be a satisfactory sale if the sister could be quieted. I wanted the man to try on the suit, knowing that it would fit him and that the contrast between the brown coat and the gray trousers worn by the man was not good. But I had to move carefully and tactfully because of the sister's constant sing-song.

At last I realized she had ceased talking and I saw that she was looking at some work shirts. I walked toward her and she asked about them. Then I led her to another table of shirts but farther away from her brother and his wife. I put all my knowledge of salesmanship, pleasantness and everything else I knew, in showing her what she asked for. Then when I knew she was busy, I quickly went back, gave the man the brown trousers and asked that he try them on. Back I went to the sister and sold her quite a bill. She was exceedingly happy about having gained by our values and coming back to her brother who now had on the whole suit, said:

Now, if you want the suit take it. I want to buy it for you for your birthday.

The sale had been completed, but at any time during it one wrong word or action or the lack of constant attention, would have been fatal.

MR. GLENN MYERS

The salesman in this sale may be compared to an accompanist. A good accompanist in the musical world should have musical talent, good technic, responsiveness, alertness and a great store of studio and concert experience.

Generally we have all supposed the accompaniment to be secondary to the solo, but this is only true in a sense. Both are constantly giving and taking, leading and following. A too soft accompaniment will ruin a song as much as a too loud one.

So also in a sale. Many times the customer leads but at other times the salesman must lead and sometimes must play quite a solo part or contrariwise have

Oh boy! It's still up in the air, but we'll soon bring it down.
many measures of rests, but a rest in salesmanship and music only means a cessation of sound, not of thinking.

Up to the time that Mr. Myers found the sister looking at the work shirts his part on the program had been mostly silence. The sister’s song—Let’s look around! was recitative with only a chord or note here and there from the salesman. This sort of an accompaniment usually makes an amateur panicked and is exceedingly trying to one experienced for it is the hardest kind of all. It must not be jerky and must be timed to the minute or the song or sale will be inharmoniously affected.

Returning to the first paragraph of this comparison, the talent of the musician corresponds to the talent of the salesman. The technic corresponds to his training in the details of the business, the responsiveness to his love of mankind and experience is the same in all lines of work.

It takes all of these qualifications to make this kind of a sale successful.

St. Paul, Minn. MRS. GLENN MYERS

DIRECT ADVERTISING THROUGH THE MAILING LIST

THE mailing list, a most important medium of advertising, possesses unlimited possibilities for inviting new customers to the store and making permanent customers of mere shoppers. It is the best safeguard to the encroachment of the mail order business and is a scientific method for direct advertising.

The successful growth of business depends materially on retaining the maximum patronage of present customers and the acquisition of additional business through solicitation of potential customers. Today one instinctively welcomes the receipt of mail. This method of advertising creates a favorable impression upon the recipients and their families.

The original purpose of a mailing list is to disseminate information to people in any or all postal communities within practical radius of the store. Information prepared to appeal to its readers, and judiciously distributed to interested people, has effected profitable results. It is most important that the information be distributed only to interested people. An elaborate pamphlet featuring high grade stylish shoes or expensive fur coats would not appeal to the mother of a poor family. Neither would such a pamphlet generally appeal to men. It is, therefore, folly and extravagant waste to distribute such pamphlets to disinterested people.

The expenditure of any sum of money to be spent for advertising may be effectively planned, in sending forth personal letters, folders, broadsides, etc. This information may either be sent to the entire mailing list or to people in various communities, to special classes of men, women or children, farmers or business men. A good example is that of the pamphlets featuring ladies plush coats recently prepared by the Advertising Department. These pamphlets, distributed among interested women selected from the mailing list, should either bring prospective purchasers, advertise the store or impress the readers with the fine grade of merchandise we carry.

Similar pamphlets to feature men’s and boys’ wear, women and children’s furnishings, home necessities, should bring many prospective customers to buy or look over our offerings. The secret of mailing list advertising is to get to the people information about merchandise they contemplate buying and to approach them at the time when they are ready to consider a purchase. Men receiving monthly or semi-monthly pay are better prospects when appealed to just before pay-day. The farmer should be circularized before he is paid for his crops.

A study of local environment will reveal the most opportune time when literature will be most effective. The requirements of the people should be anticipated and prospective customers should be approached through advertising. There are seasonal periods when merchandise should be featured and advertised, as Easter and Spring, Summer, Vacation time, Fall, Winter, Christmas, Graduation and Confirmation.

Boys and girls about to graduate from school or to be confirmed at church, are usually completely outfitted. Their parents, whose names are easily procured, if circularized, should prove excellent prospects. The circular should invite them to the store to examine merchandise from which they can outfit their children.

When there is something special to appeal to prominent and influential citizens in a community, letters should be sent to the special mailing list of these prominent citizens. Usually others follow the example of the leading citizens in the community.

Letters sent to men should be shorter than those prepared for women. The business man seldom likes to read a long form letter while country people, as well as city women, have more time and are more apt to read lengthy letters. The tone of a letter to mechanics, workmen, miners and farmers should be unlike that addressed to business men.

The head of the Ready-to-wear Department and other Departments can profitably utilize the mailing list when new merchandise arrives. Women folks are always anxious and curious to see the newest of season styles. They heartily appreciate this privilege. A telephone call or an invitation to women to visit the store and view the display will usually bring many visitors who often come accompanied by friends. The mailing list affords the saleswoman the opportunity of glancing over the cards as a reminder of the names of women who might appreciate such an invitation. The same procedure could be followed in other departments.

There are many practical usages to which a mailing list may be put. With a system installed many useful ideas and possibilities will present themselves to the Manager.

In another article we shall endeavor to discuss the many sources from which names may be procured for the mailing list.

New York Office HENRY C. EHLMAN

A REAL REMEDY

SHOW me a J. C. Penney Company man who is blue and discouraged or who thinks that a store will never come and I will show you a man who has had but little worldly experience.

For a bad case of blues, take a full dose of DYNAMO, add a little common sense and then go to bed.

When that terribly big, impossible condition in business looms up before you, don’t run but take another big dose of DYNAMO with a little more effort added and it will melt away as a snow drift would in Needles, Calif.

A BUSINESS MAN’S PRAYER

A WHOLESALE merchant of Springfield, Mass., has in his office the following prayer. It is so wholesome and so full of appreciation of right values that we are glad to present it to the readers of THE DYNAMO.

Teach me that sixty minutes make an hour, sixteen ounces a pound, and one hundred cents one dollar.

Help me so to live that I can lie down at night with a clear conscience, without a gun under my pillow, and unhaunted by the faces of those to whom I have brought pain.

Grant that I may earn my meal ticket on the square, and in earning it I may do unto others as I would have others do unto me.

Deafen me to the jingle of tainted money and to the rustle of unholy skirts.

Blind me to the faults of the other fellow but reveal to me my own.

Guide me so that each night when I look across the dinner table at my wife who has been a blessing to me I will have nothing to conceal.

And when comes the day of darkening shades and the smell of flowers, the tread of soft footsteps and the crunching of wheels in the yard—make the ceremony short and the epitaph simple—HERE LIES A MAN.

OCTOBER, 1921 20
Hat Styles For Fall and Winter

BY GEORGE C. BROWN, Buyer, New York Office

The Fall season is now well under way and to predict smaller shape hats would be unnecessary. The smaller shape hat has arrived. Young men especially are rapidly adapting their ideas of headwear to conform with the newer blocks. Crowns which can be manipulated or formed by hand into telescope and diamond crease effects are decidedly in demand.

While today hats of smaller dimensions are the style leaders, this tendency will be but slightly noted in the conservative shapes which after all will prove to be the volume leaders.

COLORS FOR FALL

The various shades of browns are the most favored. The lighter shades, such as russet, are preferred in the more nobby shapes; the darker shades hold sway in the more staple hats.

The surprise of the season to most manufacturers, and it is often expressed in the market, is the demand for black soft hats. In the cities, seldom is a black soft felt hat shown in a Fall hat display and but occasionally is seen on the streets. Nevertheless, there is not a hat factory which does not report an increased sale of black; this color is second only to the prevailing shades of brown.

Greys, in such shades as Steel and Slate, will assume third place. The green hat seems to be somewhat out of favor but its return is freely predicted by those watching the trend of fashion.

VELOURS

The velour hat cannot be overlooked in any hat stock. As a Winter or overcoat hat it can be especially recommended. No hat will give the wearer more service than this. It has every requisite necessary to a successful hat: attractiveness, seasonability, service and public favor. We look for our most successful velour hat season this Fall and Winter.

CHILDREN'S HATS

Cloth hats for the little ones have had a good sale during the early Fall months. We expect plusses rapidly to supersede them, black being the favored color. Most of these have ear tabs or inside bands which make them desirable for the cooler weather. Little plush, chinchilla and Mackinaw polo caps with ear tabs will be popular with the little folks during the winter months, as they combine style and practicability.

CAPS

Perhaps our greatest increase for Fall and Winter will be shown in our cap department. We have had an exceptionally good Fall cap business and are now ready to repeat on Winter caps. Making two distinct seasons out of the Fall and Winter business has no doubt had a beneficial effect. The pleated model and novelty effects are much in demand, while the eight-quarter model is gradually coming to the front. It is expected again to be the leading cap after the present novelty styles become tiresome and to lose some of their popularity.

INCREASING THE POPULARITY OF HATS

More hats are bought by men than ever before. Not because there are more men to wear them but because the advertising propaganda of the manufacturers and dealers is having its effect. Consciously or unconsciously the American man is being educated to wear more hats. Newspapers, magazines and motion pictures are playing no small part in this.

INCREASING HAT SALES

The average man will disclaim any interest in style. He wants a hat suited to him; a shape which is not too radically different from the ones he is familiar with. The word "style" has little appeal.

WHAT HAS APPEAL?

Seasonability. A man will don and discard his straw hat almost by the calendar. He is interested in Fall and Winter hats or caps in like manner. The average man's word for style is "seasonability." Therefore, it behooves us to have the right hats at the right time and the demand for J. C. Penney Company hats will increase this Fall and Winter and every season yet to come.

PLINY

A popular velour hat, as shown by our stores.

RIALTO

The eighth-quarter cap is becoming very popular in the better grades.
THE TEST OF OUR LIFE WORK

THE occupation one thinks of taking up should be considered seriously before one enters upon it. The occupation should be analyzed something like this:

1. Does it offer a permanent position to which one can devote continuous work throughout life?
2. Does it provide opportunity for one continually to advance physically, mentally and spiritually?
3. Does it broaden one's field of experience?
4. Does it offer an opportunity to serve others?
5. Will it afford the advantage of a permanent home life?
6. Will it so remunerate one that he may adequately care for and educate his family?
7. Can one lay aside sufficient to cover unexpected emergencies and provide for old age?

If a chosen occupation does not satisfactorily answer these questions it is a poor investment for a life work and should be considered only as a means to something better. If it can answer in the affirmative then it is a sound, safe opportunity for one's life effort. One should be willing to give his best to it. If he does this he cannot fail.

Mrs. Roy L. Malmsten
Mt. Pleasant, Utah

KNOWING THE GOODS

POSSIBLY the greatest fundamental asset in selling is the knowledge of goods. There can be no real salesmanship without it. The knowledge of goods is necessary whether you are selling merchandise behind the counter or selling your services as a physician or peddling from house to house. You ask me how far this knowledge should go? It should go far enough back to include the whole story of the goods you are selling. If it be cotton goods, you should know cotton from the time it is planted up to the moment it reaches your counter in its finished state.

You may or may not use this knowledge much after you have taken the time to secure it but it will give you a confidence that will be felt by every customer you serve. Such knowledge makes the work you are doing and the goods you sell more interesting.

Generally speaking, the more you know about your goods, the more you know about the way they are made, the hands they pass through and the climatic conditions under which they are grown, the easier it will be for you to sell them. This is because you have greater power by which to approach the customer.

If the salesman shows that he knows his goods thoroughly the customer will be interested at once and the more ready to accept his statements.

This is a time when the mail order house, the newspaper advertisements and magazine articles keep customers well informed about almost everything that is sold. It is necessary for the successful salesman to be able to amplify and make definite this information. Every salesman should read the daily newspapers so as to be generally well informed, for there are many times when the customer's mind can be skillfully diverted. Then when it is brought back to the sale a fancied objection will have been forgotten.

Some of the best sources of knowledge about our merchandise are the more experienced salesmen of our store and the Manager. Then there are special magazines and various books that may easily be secured at any library. They are all necessary to us.

Clinton, Ia. Granville Dunkleburger

A PERSONAL EXPERIENCE

ALTHOUGH I have been identified with the J. C. Penney Company for a comparatively short time (about a year at the time of writing this) many of its high ideals are still new to me and many of my past experiences are easily recalled.

I was once in the employ of a large company where greed and jealousy seemed to be the ruling passion. When I joined this Company, governed by the spirit of helpfulness and co-operation, I gained some contrasting facts that force a real appreciation of the spirit of this Company.

At first the policies and possibilities of the J. C. Penney Company seemed too good to be true. To me they appeared impossible and impractical in the light of past experiences. In my former connection an associate would try to push me aside so that he might advance himself by stepping upon me. Now my associates are ever on the alert to help me and to pull me up with them.

Then selfishness was the rule. Now we practise the Golden Rule. The founders of this Company have long since demonstrated the wisdom of applying this Rule in business. They have guided this Organization to an honorable success with still greater things in prospect for the future.

Do we fully appreciate our privilege and opportunity? Do we? Then let us show our appreciation by putting the best there is in us into everything we do. By learning more and more about our business, by becoming more expert salesmen, by making the best use of our time we can measure up to the job that is entrusted to us.

Hibbing, Minn.

Earle Haire

CREATIVE PRIDE

THE DYNAMO recorded in its August, 1921, issue the passing of Mr. Kirtley into the Greater Life. One of the last acts of our former associate was to send to THE DYNAMO the following article. It testifies to the man's fine spirit of earnestness, to the rightness of his point of view, to the wholesomeness of his attitude toward duty.—T. T.

THERE is no satisfaction equal to that of measuring up to our limit. If we always do just the ordinary things, we can never hope to take the same pride in our achievement that men of far vision enjoy.

When Mr. Penney looked back to the time when the seed was planted in Kemmerer, he can say to himself: I knew it could be done. By the same token we should put into each day's work all the strength and pride that is in us, for otherwise our work cannot reach the high standard it should attain. Let us apply this to our daily affairs.

When selling an article, we should put forth every effort to bring out, without exaggeration, all its merits. We should recommend it according to its true value and the service we know it will give. Then we have done our best and we may feel that the customer will be satisfied.

Too many men exaggerate the importance of the financial rewards for their work. If the artist measured his work by dollars only, we would not have great pictures.

If authors put money ahead of pride, Shakespeare would likely have been an ad. writer.

If the inventors put money before pride, the ship, the aeroplane, the locomotive, the telephone and practically every aid to modern advancement would still be undeveloped or even undiscovered.

So let us apply ourselves to the greater
development of our Company by efforts that will build it truly for the days to come.

Should we aim to do only just enough to cover the amount of salary we receive, how can we expect a store? The chances are that there would be no store for us to expect.

And it stands to reason that to reach our goal, we must produce more than we receive. For instance, if you are drawing four dollars per day and take pride only in your four dollars, you take the long and dangerous climb to that coveted store. There should be no need of feeling chagrined if the other fellow goes out ahead of you. He most certainly will if he takes pride in his work.

Emerson said: Great men never hesitate, And again he said: Do that which is assigned thee and thou canst not hope too much nor do too much. Dwell up there in the simple and noble regions of thy life; obey thy heart and thou shalt produce the foreword again.

There is a certain amount of satisfaction in really accomplishing something, whether for ourselves or for someone else. We often hear a man say of a certain piece of work he has done in the past:

That was one of my jobs.

He knows that he put his whole heart and soul into it and he is proud of it. So in reality a real man takes pride in his work rather than in his financial success. This is the type of man who helps build the J. C. Penney Company and also accomplishes something for himself and his fellow workers.

_Hanford, Calif._

_JACK KIRTYE_

**HONORING THE BODY**

Stepping into a cigar store to purchase a cigar (that I shouldn't smoke) I met with an unusual experience that has caused this article to be written.

As I was about to leave the store I overheard the proprietor make this unusual remark: Lad if you would smoke a cigar instead of those cigarettes you have been buying you would be very much better off.

Knowing the attitude of our Organization on this subject, I could not refrain from following up the remark made by a really conscientious tobacco dealer. The young man who had been addressed looked to be of a more refined class and upon further conversation, I found he was employed by one of the syndicate five and ten cent stores. We walked out together and paused for a chat. I found him intelligent and interesting. He had ambition and a willingness for work, but he was throwing away his youthful energy by smoking too many cigarettes.

What I really started out to convey to your readers is that—a man cannot work long hours and at night and at the same time waste his physical and mental energy, if he wishes to succeed.

We read articles daily on how to succeed and we have many such articles in _The Dynamo_ but, fellow workers, it is a settled fact that unless you are physically fit you will not be a real success in this or any other organization.

Dr. Frank Channing Haddock has very truthfully said: That wise fool who calls himself a business man bolts his dinner in eight minutes and tastes and feels nothing until dyspepsia makes taste and feeling perennial dominators of an unhappy existence. Another fool consumes alcohol in winter for warmth and in summer for coolness; the secret of its beneficial ministry is its paralyzing power over physical consciousness. Worse still may be said in regard to cigarette inhaling.

Some of you no doubt expect to see this article signed by the Anti-Saloon League, but not so. I am, however, just one of you trying just as you are to get out of the rut that leads only to failure.

Physical fitness alone can pull you to the top of the ladder. All the books on earth teaching Will Power, Memory and Business Efficiency and supreme knowledge of textiles, ready-to-wear, shoes and, in fact thorough understanding of a J. C. Penney Company stock will not make you one of those few who direct others from the rear of a mahogany desk, without a healthy body and clear mind.

Treat your body as you would a friend, live on common sense principles. Don't fear night work, it won't hurt your health half as much as novel reading and pool room parties. Be real men both body and soul.

History tells of no failures of the healthy, mentally determined men, but it does tell of success in greatest degree in such a man as our own founder, J. C. Penney, whose personal experience was night work and lots of it.

Returning to my original idea of success, originating from physical fitness, it can easily be seen that one very important power must be established—WILL POWER. The combined use of these two forces properly used will make a winner of any man.

A daily help would be when starting to the store in the morning to shrug your shoulders, breathe deeply and say to yourself: I will myself to succeed. Your spine will tingle and your mind will act. A good start each day will bring its just reward.

_Bradford, Pa._

_E. E. SPITLER_

**HOW COURAGE HELPS**

HAVE you the courage that lifts you over every obstacle? The courage that knows no such words as "Can't" or "Give Up"?

You may not realize it, but that is just the kind of courage it takes to be a really efficient J. C. Penney Company man or woman.

It takes courage to face the tasks that present themselves every day.

It takes courage to tell your friends you cannot let them have merchandise on credit or to refuse to cut a few cents from a bill of goods.

But that is the kind of courage that makes the J. C. Penney Company man an efficient salesman.

And courage must be found in every one of our associates from the President to the newest member of the store force.

It took wonderful courage for Mr. Penney to found the Mother Store at Kemmerer on a one price cash basis.

It took courage to invest the profits of that business in another store instead of using them for personal pleasure.

It took courage of a high type to offer others an equal share and opportunity instead of keeping all to himself.

It took courage for Mr. Sams, and others of the early members of the Company, to give up their positions and join Mr. Penney in an untried venture.

It has taken courage for members of our Organization today to give up, in

_R. H. SIMPSON first entered the employ of our Company on March 15, 1914 at Spanish Fork, Utah. In February of the following year he was transferred to the American Fork, Utah store. He remained there until January 1916, when he went to the Springville, Utah store. In March, 1918, he was transferred to Pittston, Pa., and assumed the Managership of this store in July, 1920. In April, 1921, he was transferred to assume the Managership of the Nanticoke, Pa., store.

Mr. Simpson tells us that his associates are making good use of the Business Training Course and _The Dynamo_ as inspirations for making the year 1921 one of the most successful in the history of the J. C. Penney Company. Mr. Simpson has a genuine hand clasp, the smile of a genial nature and the character of an honorable man and worthy citizen._
many instances, better paying positions to come with us.

But it is just this brand of courage that enables a man to leave an easy place, to take one at less pay and with more work.

And let us not forget the courage of the Little Woman who goes forth uncomplain-
ingly hand in hand with Friend Husband when he joins the Company; who gives up her friends, pleasures and conveniences; who, by words of encouragement, keeps him buoyed up, even when she is at times downhearted herself.

Let us try and give every new man who joins us all the encouragement possible, in order that he and his may be able, at all times, to smile at the Rainbow they see in their hearts.

Sherman, Texas
H. W. Rucker

CO-OPERATION

CO-OPERATION is fundamental in the making of a greater business. Without co-operation all business stands still.

Co-operation inspires efficiency and efficiency is what leads to definite results in the business world.

James Knox says in a book, Salesman-
ship and Business Efficiency: The last ten years have seen a tremendous business change in this country, the next ten years will see a business revolution.

In my opinion this statement is right. In the past century the majority of busi-
ness men did not co-operate with one another as we know we must co-operate today. They did not try to inspire efficiency. In short they did not try to pull together. And therefore, failure often overtook them.

The Dynamic advocates Honor, Service, Confidence and Co-operation. It adv-
vocates these qualities for the benefit of the J. C. Penney Company employees in order to stimulate co-operation and to inspire efficiency.

To do justice to The Dynamic and to our Company let us live and act in honor, confidence and co-operation. In the end we shall help all, including ourselves, in the best way.

Bingham Canyon, Utah
Ernest Milano

SOWING AND REAPING

THIS world of ours pays few premiums to the indolent. And the reason is simple, being based on the law that no one shall gather who does not sow.

Plant your expectations, like seeds, in the proper soil and they will grow and bear fruit. Try every day to sow a seed of good. It is possible. Among your friends you will find someone who needs something you can give him. It may be only a smile, a good word, a simple act to cheer him up. But whatever it is—give it.

Have you ever noticed that in most groups of people, setting out to travel together, there is generally one who is downcast, unresponsive, not in the proper spirit? But after a while good fellowship prevails and everyone is singing either aloud or in his heart simply because some one who is optimistic and cheerful has brought them all into this mood.

So live, that you spread the gospel of contentment and truth and your harvest will be the fulness of God's bounty. Love thy neighbor as thyself and extend a helping hand at all times. Let love permeate your life and nothing but good will come from you.

The farmer sows wheat to reap a crop of wheat, corn seed for corn. He tills his field carefully before sowing so as to give the seed proper culture. So must it be with us in our sowing seeds of contentment, love and happiness. Some of our seeds will fall on the stony ground of the unwilling heart. There are about 200,000 blossoms on an apple tree but only about 250 of them bear fruit. We think even this is a splendid average; therefore, even when the return is only in this proportion, it is good work.

When the harvest comes with all its hopes for fulness of crops, there is bound to be an abundance of good will if our sowing has been wisely done.

H. B. Doland, Auditor
New York Office

RIGHT THINKING FOR DE-
VELPMENT

E
ey day the J. C. Penney Company is larger and better than it was the preceding day. Each succeeding year the Company advances to a more powerful position and is regarded as a larger and more important factor in the business world. Each department of our Organization is unquestionably better than ever before. We are surely facing forward and nothing can keep us back if we have the men with which to build.

If our Organization is going to keep up anything resembling the rate of advance-
ment which it has set in the past it must have MEN. It must have trained men and the burden of the building of these men must necessarily fall upon those who have already had some opportunity to benefit by thorough J. C. Penney Com-
pany training.

Let each one of us study the men with whom we come in daily contact in busi-

n

J. A. TEDFORD entered the employ of the Company at The Dalles, Oregon, store, November 11, 1918. He assumed the Management of The Dalles store on August 1, 1920.

Mr. Tedford writes: We are striving harder every day to get our share of the Fifty Million, and our slogan is Efficient Service with a Smile.
bustily, usefully and intensely in the present.
Remember the lessons which the past has taught. Look hopefully and confidently toward the future, believing that there is a place, a little further along the line, which you are in time to be permitted to fill and begin preparing yourself for it. Keep your attention upon things which are true and exert your efforts at present toward right living and thinking.
Do all these things and set an example for your associates which will enable them to climb a little nearer to the top. Help train your associates in the thorough J. C. Penney Company way and teach them also to set an example which will enthuse others to see the vision which will carry on the good work.

New York Office    RICHARD W. TROWN

THE POWER OF PATIENCE

Patience, like the ballast in a vessel at sea, keeps the business man from tossing and tumbling when the strains of business depression break upon him and prices rise and fall.
Without patience, a good business attended by prosperity will be continually disturbed and in times of adversity will be enveloped in darkness.
Patience enables a man to maintain a steady and untroubled mind amid the shell-shocks of business adversity and fluctuating prices.
He that has patience possesses a virtue that delivers to him everything he goes after. If he moves deliberately and cautiously, every lane will have its turning and the tide will change at last. The great De Maistre said:
To know how to wait is the great secret of success. If you would lay a solid foundation upon which you can build your future success, then learn to labor and to wait.
The heights by great men reached and kept were not attained by sudden flight. But they, while their companions slept, were toiling upward in the night.

Price, Utah    L. D. NUTTER

SHOTS AT THE GOAL

The dictionary says a goal is the bound where a race or a journey is to end, a mark to shoot at. Of course, if there is to be a place to arrive at, there must be action; and if it is a race, it implies that there are others trying to get there, too. So a man will have to do his best to make it ahead of the rest or to place his shots nearest the center.
The job next higher up, just above us, is what most of us are striving for. How is one going to win it? Getting it usually proves a long distance affair, demands a bit of cumulative preparation along the way, determination, good wind, adherence to the rules of the game and a number of other things.

Hitting the bull's eye with a Springfield Army Rifle, at a thousand yards say, depends on how clean your rifle barrel is (it ought to be as shiny as a mirror), the accuracy of the boring, the set of the sights, your grip on the rifle, the trigger squeeze, (the only thing to move when you shoot, is the trigger finger and the bullet). The kind of bullets you use have a lot to do with it, too. Then, too, there is the weather; the wind, mirage, rain and sun. Mirage is what they call those funny little heat waves that rise off the fields on a hot day, the moisture in the atmosphere making things image a little bit above where they really are.
There is another thing that enters into this hitting the bull's eye, and that is the number of shots you use. If you shoot only a couple, even with the best of preparation, they may give you only a sense of direction, a hint of what is lacking.
The prizes go to those who are out on the range in all kinds of weather; the boys whose rifles (or Jobs), are their pals, the boys who play the game squarely, the

Mr. B. Ginner
Care J. C. Penney Company
My Dear Bud:
Now that the hot weather is over I suppose you are putting on all steam for a successful finish of the year. I hear you say, "You tell the world I am," and I know you are putting your best foot forward. That's what we are doing down here in the old store. Henry is looking forward to the day when he will go out in a new store. I have been getting him familiar with the price books. The new lists that come in all go through his hands.
We do this evenings. John is treading on Henry's heels. We are all hustling every blessed minute of the day for we want to turn every possible item of stock into cash before the end of the year.
Last week I attended a Pep meeting up at the High School. The football squad has a cheer leader and say, Bud, that boy can sure put some thrills into his leadership. He got up on the school stage and wound himself up into a bunch of action equal to half a dozen Billy Sundays rolled into one. He called the team out, each fellow by name. He praised. He admonished. He bragged. He filled the air with enthusiasm. Everybody in town knows our team will win every game this season. Why, that cheer leader has the coach inspired. He has the team transformed from a crowd of slow thinkers into a whirlwind of fiery warriors. They're bound to win. I got so full of pep myself that I called a "Pep meeting" at the store the very next night. I took the part of cheer leader. I didn't yell myself hoarse, but I called my associates all out by name. I gave them each some unstinted praise. I voiced my appreciation.

For once I had no fault to find. Then I had them all speak and tell what they were going to do to build business and sell merchandise and keep store through the busy weeks of this busy season.
And say, Bud, the scheme worked. You never saw such energy. You have never seen more enthusiasm. We are going to come out with flying colors. Henry will be ready when the word is given, to step out and do credit to his training. John is ready to step right into Henry's shoes and the rest of the boys are just as eager to push ahead. We are trying foot-ball tactics. Team-work and leadership. Loyalty and enthusiasm, Bud. These are the things that win the game.
Take my advice, Bud, and call a "Pep" meeting. Take your cue from the cheer leader of the foot-ball squad. You'll be delighted with the results.

With kindest regards,
O. Timer

Mr. O. Timer
Care J. C. Penney Company
Friend Old Timer:
Right again, Old Timer. When the leader loses his pep and enthusiasm and fails to enthuse his associates he is standing in his own light and really hindering his own progress and theirs. Such a man will have to wake up or be jarrèd loose.
We have a Pep meeting every week in our store, Old Timer. We have the greatest bunch of cheer leaders in this store that has ever happened anywhere. That's why we are going to run you hard this month for top place in the second column.

Yours very truly,
B. Ginner

OCTOBER, 1921
boys who shoot and call their shots (reason why each shot fell short or did not hit center); the boys who keep on shooting.

The markers of the targets, from their places down in the pits, soon come to know who is shooting, when they hear the crack of the bullet and the little round hole appears in the target above them. They say:

I'll bet that's Jim firing again. He's a steady shooter and a pretty sure shot. His eye is keen, his hand is steady, his heart is in all he does, and whether he shoots at the target or works his job, Jim is dependable and realizable.

* * *

New York Office W. G. BAUMAN

* * *

The man who said conceit was at the bottom of every extravagance knew a good deal about human nature.

* * *

Too much wishbone and not enough backbone is a bad combination. It takes backbone to save; wishing won't get you anywhere.

Marriages

Mr. John J. Daly, of the Salt Lake Store, journeyed to St. Louis, where, on August 17th, he joined hands with Miss Mae Mathews. The couple have returned to Salt Lake and Mr. Daly is again active at the store there.

* * *

Miss Zina Furner, also of the Salt Lake Store, was married to Mr. A. A. Bird on June 29th. Mrs. Bird will remain at the store as head of the Ready-to-wear Department.

Miss Mabel Johnson, also of the Salt Lake Store, resigned her position and will be married during the coming week.

* * *

Mr. Elmer R. Buckner and Miss Lavern Maxfield were united in marriage at Salt Lake City, June 15th. Mr. Buckner is one of the boys in the Provo, Utah store where he has been active since 1917, with the exception of a year spent in the Service.

* * *

On September 17th, Miss Lucy Whitwacker, of the Elgin, Ill. store, was married to Mr. Harold Lindquist of Chicago.

* * *

Announcement is made of the marriage, on July 13th, of Miss Alva Link Benton and Mr. O. C. Beard. Mrs. Beard will continue her connection in the Palestine, Texas store.

CONSIDERATION OF THE CUSTOMER

I FEEL it is the duty of every member of the J. C. Penney Company to favor THE DYNAMO with a letter once in a while. It doesn't seem fair to take all the good we get out of it and not do anything in return.

I have been connected with the J. C. Penney Company for several months and I am well pleased. We have to work hard but very few make a success of anything unless they are willing to work. And it seems a pleasure to work at something that has a big thing to offer one in the future.

I quit a good business to get started with the J. C. Penney Company. But when I watch this great chain grow, I am not sorry that I made the change. It was a sacrifice but it is true that there is something in store for us, so I am happy to work hard and do the best I can.

I am studying customers and I am convinced that courtesy and good manners are a sure means of building up sales. It is easy to forget that the customer who comes in just at closing time doesn't know that we have waited on several others who have asked the same questions, been shown the same goods, required the same explanations. But good manners and courtesy on our part demand that this customer, coming in late, should receive from us, no matter how tired we are, the same attention we extended to our first customer of the day.

Think about others and give them every possible consideration.

Efficient develops a store atmosphere which makes business a pleasure.

Let us remember to treat the last customer of the day like the first.

Williston, N. D.

OLAF GULSRUD

EFFICIENT SERVICE TO THE CUSTOMER

Efficiency includes competent ability in whatever you undertake to do; the possession of the necessary knowledge and skill, the required material and the dexterity of motion for perfect accomplishment. It also means health, activity and the resolve to do. We, as factors and representatives in one link of a chain of 313 links, should desire to make ourselves more valuable to our Organization by increasing our efficiency.

One of the first steps toward increasing efficiency is to become interested in our work, interested in the stock and how best to keep it. Closer acquaintance means easier sales.

Next, we must become interested in our customers. Divided attention on the part of a salesperson means a dissatisfied feeling on the part of a customer.

Always tell your customer about any new goods that have just been received. You may name the very thing in which the customer is interested.

The efficient salesman should ever be ready with a substitute suggestion in case he has not the article asked for; it should be an appropriate suggestion and one made in positive manner. Most customers welcome timely hints; in fact, expect them. Customers appreciate it when the salesperson shows himself willing to keep them informed about new merchandise. This is one way of store building towards the mark of 100% efficiency.

Last, but not least, one must be willing to do what needs to be done. The worker who is concerned about doing only his share has a big failing to overcome.

Temple, Texas

L. H. HARVEY

HOW TO MEET THE CUSTOMER

THE ancient Greeks used to say: Know Thyself. He who follows that saying, who frequently takes an inventory of himself will know himself and everybody else, too, for humanity is one. Hence, to acquire a knowledge of human nature in general, first know yourself in and out. The same basic motives govern the minds and consequently the actions of men. You must study these governing motives and observe individuals as they vary from these standards.

Again, if you would know human nature, study the book of books—the Bible. In it you possess a complete history of human nature.

The mind of the average man is controlled by just two principal motives: Curiosity and Selfishness. Curiosity is the introductory motive; the thing that leads the other man to know you, to desire to investigate your proposition, to find out what we have to sell. Selfishness is the thing that prompts him to act.

Your job is to study human nature from this standpoint and so connect the other man's curiosity and selfishness with what you desire that his action is almost automatic. Hence, you must endeavor to arouse his interest, to rivet his attention, to draw him to you by the superiority
and charm of your conversational ability; and that will be a powerful factor to make him and keep him your friend.

Remember: It is impossible to injure others without injuring yourself. You cannot help others without bettering yourself. You get back what you give out. Convince your customer that you are anxious to render him a true service, that you mean well by him. Show him that you are taking an interest in him. A personal interest in people goes a great way in attracting and holding customers.

Use your spare time to prepare just what you are going to say in any occasion of importance. Study the points you want to make. Learn what are the most effective ways of presenting them. Often times we meet men who are not rapid speakers, who think before they speak and another class who talk continually without thinking. Put yourself in your customer’s place, do your thinking as if you were working out his problem, not your problem; never let your judgment be moulded by your own desires. The finest service you can render is to help your customer to solve his purchasing problems. Put his interests first and your service will be adequate.

Waterloo, Wis. P. J. Panetti

PERSONAL INTEREST IN THE CUSTOMER

When a customer enters a store he expects and deserves the best and most efficient attention. If he feels welcome and perfectly at home he will surely come again.

Perhaps the first person may be "only a child" who wants a few samples from the heaviest bolts on the shelves or perhaps a "fussy old lady" with the impossible material to match. Each take time and patience but one should quickly forget the unpleasant side of the matter and give good service.

Offer a chair to the person who appears overcome by the heat or to the mother with the heavy baby in her arms. Cheerfully indulge those who are only "looking," but be watchful, for before they leave the store you may be displaying just the article they are looking for and will purchase.

Some customers are naturally slow. They will not and should not be hurried. Give them time. Perhaps we can, any of us, recollect some purchase we made in haste and later regretted.

A little time spent daily, any little leisure we may have, is never wasted in learning prices, studying quality of goods, learning about manufacture and use. We should never guarantee merchandise unless we are positive.

Be sure the clothing you show and sell is becoming to your customer. If possible, study his taste. Cater to the peculiar. If some young girl, especially a foreigner, comes in, try to sell her the most becoming clothing within her means. Be sure the clothing you sell is also comfortable. Then the return of articles will be less frequent. Goods should never be forced upon the customer, nor should we try to "work off" the wrong piece.

I have lately read an article entitled Selling Conscience. The Author says that although Webster defines conscience as an internal or self knowledge or sense of right and wrong he regards the term to mean that we are our own judge, censor, critic. One thing we should not find as a burden on our conscience is dishonesty towards customers. Carelessness often borders upon dishonesty. One who is careless in measurements, figures and making change, is liable to be classed with the untruthful or the dishonest. Some may be dishonest to the store by hurting the feelings of customers. This is equivalent to robbing the cash drawer of several dollars that might have been there had the customer been treated differently.

We notice how often our own friends prefer to have us wait on them. A lady told me yesterday she considers it a fault in a customer, this preference for a certain clerk. But, said she, it is much easier to go to some one whom you know is interested in your welfare and understands your tastes.

In business, as in life generally, this

lights and lifts from J. C. Penney Company's firesides

MOVING OFF OF MAIN STREET

Dear Newcomers:

Have you ever watched the shifting and the sitting that takes place as a town grows into a city? For some time I have been an interested spectator of how business houses, that were alive and awake to their opportunities when the town was small, have "kept up with the game" and grown bigger and better and more prosperous as the city has emerged from the chrysalis of a small town. They have stayed on Main Street.

The men who were alive and awake to their opportunities in the small town were prepared for their larger duties as the city grew and they stayed on Main Street.

But what of the rest! The stores that were unekempt, careless and out of date; that followed still the methods of the little country town; whose windows and displays were covered with dust, faded and ancient and which became the joke of the city folks? Their trade dropped to the vanishing point and one by one they have —like the Arabs— "folded their tents and silently stole away." Some of the better ones have moved but one street away and many have moved to the Bowery where their class of trade is found. Along with them have gone the men whose aim and ambition were no higher than the places they now occupy.

And as I have watched the process, the shifting and the sitting, I have thought of its similarity to the process in our lives.

Dear Newcomers! There is no such thing possible as standing still! We are advancing or retreating. We can't mark time. Growth or decay is nature's rule. We are headed toward a definite goal or we are drifting to an unknown and perhaps a dangerous port.

Can you imagine anyone without the ambition to get on Main Street? Can you imagine anyone who, having once arrived on Main Street, had so little pride as to stay there? If you are going to get there and stay there, it means study, night work, hustle, determination, initiative, and courage. You must stay in the fight to the finish. No quitters are wanted.

If you expect to reach the Bowery you don't have to do a thing in the world. Just sit in your boat and drift and the outgoing tide will take you there.

How about your personal appearance, your physical and mental development? How about your ideals and ambitions? Are they drifting into the devious byways that lead from Main Street to the Bowery?

Mr. and Mrs. Newcomer! Are you going to get on Main Street? Are you going to stay there?

Mrs. B. A. Booster

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OCTOBER, 1921
line from Shakespeare is ever applicable:
To thine own self be true. And it must
follow, as night the day, thou canst not then
be false to any man.

H. S. D. Miss Katherine Mathews

COURTESY TO THE CUSTOMER

COURTESY, I believe, is one of the
most essential factors in selling or
even in showing merchandise. If we were
to attempt to give a definition for Cour-
tesy, I should say that it embraces Duty,
Business, Salesmanship and above all,
Common Sense.

When people come into a store they
certainly like to be met with a smile. I
don't mean the professional or political
candidate kind of a smile, I mean a real,
true, good and healthy smile; the one that
makes them smile back at you. * If you
meet customers in this way you certainly
will be well introduced and that is, I be-
lieve, a great advantage in selling mer-
chandise. If you meet customers in a cold,
indifferent way, the majority of them
will immediately take on the same frame
of mind. Consequently the result will be
a very small sale, if any at all. These
customers may come into the store again
but the odds are against it.

On the other hand, give customers a
cordial greeting when they enter the store,
servethebestyouknowhow,
give them your undivided attention, be
patient, make suggestions when necessary
but be sure and keep that same smile you
met them with.

Then, I am sure, you will believe Cour-
tesy is one of the best factors in business.

Chico, Calif. C. E. Sloan

FAIRNESS AND COURTESY TOWARD CUSTOMERS

A SALES MAN to be successful must
cultivate the positive qualities of
Confidence, Self-reliance, Fairness and
Courtsey. The salesman should have a
keensenseofvalues and know where his
goods can be placed to best advantage.
There is a place for all merchandise. It
is the salesman’s business to find the
right place.

The salesman should keep in mind the
fact that he helps himself by helping
others; that his best interests are served
only when his employers and customers
are benefited. Whether a customer be a
skeptic, a chronic faultfinder, a new or
old customer, the salesman should ex-
plain to him what a wonderful oppor-
tunity he has to purchase merited goods of
sterling quality, at best prices.

By being courteous, just and fair with
all, we shall establish a permanent
success and gain, as well, the respect,
confidence and friendship of an ever
increasing trade.

Lima, Ohio

J. R. Geiser

ABOUT GARDENS

HAVE you ever seen a garden that
had been planted with beautiful
flowers and then neglected for a time
until it became overgrown with weeds?
Did it appear truly beautiful to you
then?

Most passers-by would see only the
weeds. The flowers, struggling for exis-
tence in the mass of rank growth, would be
discerned only by those intent on search-

And there are gardens and gardens.
Gardens of flowers, gardens of human
life.

It is the weeds we let grow that conceal
and destroy the beauty of our gardens,
whether of flowers or of character. The
lives of most of us are so thickly tangled
with the weeds of human frailties that it
is no wonder we do not appear attractive.

The Unkind Word is a weed.
Do not let any man find it in your mind.
Selfishness is a weed.
Do not let it have any place in the
garden of your life.
Jealousy is a weed.
Do not let it take root in your spiritual
domain.
Discretion is a weed.

Do not let so insidious a growth make
headway in your garden.

New York Office Doings

A S we look in retrospect at the past
summer, we rejoice that it was so
productive of activities which tended to
bring into closer relationship, not only
the boys of the New York Office, but their
families or sweethearts as well, thus mak-
ing of us one large family.

The baseball season next year should
be a very big success. We can profit by
our experiences. There is one thing cer-
tain and that is, that it will be quite a
while before we forget the wonderful "bus
rides we had together.

But it is not intended to confuse these
"get together" meetings to the Summer
and, to this end, an Entertainment Com-
mittee was recently elected. The election
for Chairman of the Committee resulted
in a win for our popular Cashier, Mr. T. P.
(Pay) Wall. The following were elected
as members:

For the Accounting Department, Mr.
Mel Geiser; for the Billing Department,
Mr. R. A. Hohiefel; for the Executive
Division, Mr. S. Truman; for the Eighth
Floor, Mr. Harry Eifert; for the Seventh
Floor, Prof. D. Walter Morton; for the
Sixth Floor, Mr. Fred Buttel.

Mr. Geo. H. Bushnell, our Vice-Presi-
dent and Comptroller, returned from his
vacation during the first week of Septem-
ber.

Mr. G. G. Hoag, a Director of our
Company, in charge of Dept. G, also
returned at the same time.

The boys will learn with regret that
Mr. A. E. Otis, whose ever-smiling coun-
tenance has been in our midst for some
time, has left the New York Office to take
up other work for the Company in the
extreme Northwest. We hope he will be
happy in his new work and have occasion
to visit us often.

We wanted to head the column this
month with what follows but we were
afraid that, if we did so, our readers would
think it the Birth Column:

* * *

Mr. and Mrs. Henry C. Ehrman have
not yet announced the arrival of Robert
Francis, weighing eight pounds, on Sun-
day morning, August 28th, at 2:30, but
the stork stopped in on his way back and
told us. We are glad to report that Mr.
Ehrman, who by the way is a member of
the Educational Department, is doing
very well.

* * *

To Mr. and Mrs. Ed. Rutter a ten-
pound boy was born on August 29th, and
they have decided that he shall be called
Jerome Eugene. Mr. Rutter is employed
in the Ladies' Ready-to-Wear Department.

* * *

A very welcomed arrival in the home of
Mr. and Mrs. H. M. Wilmott was an-
nounced on August 25th. The young lady
(>yes, it's a girl), will answer to the
name of Marion Shirley. It is expected
she will be good company for the other
little youngster who has been so anxiously
awaiting her arrival. Mr. Wilmott is an
Assistant Buyer in the Men's Clothing
Department.

* * *

The following men from the New York
Office left for the West to attend the
Conventions which are to be held re-
spectively at St. Louis, St. Paul, Portland
and Salt Lake City: Mr. Sams, Mr. Hoag,
Mr. McDonald, Dr. Short, Mr. Pilcher,
Mr. Hawke, Mr. Johnson, Mr. Patton,
Mr. Brown, Mr. Ott, Mr. Eifert, Mr.
Weitlich and Mr. Whitman.

New York Office

b. J. F.
Stinginess is a weed.

Do not let it absorb the nourishment that should go to the enrichment of character.

These weeds are not good to look upon, nor do they make a profitable harvest for him who permits them to grow.

Weeds flourish without attention. Flowers, like the finer traits of character, require cultivation. But they fully repay the labor one expends upon them. When we eliminate or keep down the weeds, the flowers will bloom and all men may see and enjoy the beauty of our gardens.

New York Office

ANDREW MILLER

STOCKKEEPING AND DISPLAY

It is considered a very good plan to have the clothing department in a conspicuous place in the store, where it will attract attention and where customers may examine it freely.

All suits and coats should be plainly marked as to size and price and should, at all times, be kept brushed and sized. This not only makes them look attractive but helps the salesman materially in selling them.

The display of clothing in a store is undoubtedly one of its most important factors; the old saying that “merchandise well displayed is half sold” applies. I think even more to clothing than to the average line.

The proper display of clothing in the store and on the ledges, as well as in the windows, will prove to be a great help in increasing sales.

Never place a wrinkled suit in the window; a suit well pressed looks 50% better than one which is not, and, of course, is a better advertisement of the store. It is also well to remove all size and price tags of the suit. Every garment displayed in our windows should bear a price tag as the price of our merchandise, quality considered, makes the strongest appeal to the buying public.

Change the windows often. Show the public something new as frequently as you can. Then business will hum in the clothing department.

K. S. FOSTER

YOUR BUSINESS
CONDUCT

We are given the opportunity to come into this Company, and the privilege to learn to work in its ways and methods. Every business is run in a different manner, therefore drop your old method and follow the ideas of the Company in which you are now employed.

Do not spoil your golden opportunity by shifting your work upon another, or by putting it off. Pull with the Com-

pany. In other words co-operate. It is impossible to do justice to the Company or to yourself unless you get in line and work in unison with your associates.

Dinuba, Calif.

FRED. O. WILSON

SALES

For the month of August, 1921.

$3,333,548.16

For the month of August, 1920.

3,405,502.25

Decrease in August sales 51,954.09

Sales 1/1/21–8/31/21 27,234,394.94

Sales 1/1/20–8/31/20 22,333,659.18

Increase for period 4,700,735.76

The following stores show a gain of 50 per cent or over for the month of August:

Elgin, Ill. 165½ per cent

Stockton, Cal. 126

Muskegon, Mich. 108

Kirksville, Mo. 107

Falls City, Nebr. 107

The sales report for August does not reach the amount desired on the part of the Company, but when general conditions are taken into consideration, we feel that we have no reason for disappointment.

Three great months—October, November and December—are before us and during that time with the amount that our September sales will total, it is anticipated that our sales for the year will amount to $50,000,000.

Let every Manager and Associate get right on the job with determination for the greatest success in the history of the Company and then note the results.

Mail Bag

A REALLY successful Manager should have his work so arranged that he can find time for the Business Training Course and if he cannot manage to find time for the Lessons, he really is not managing very well.

Keeping ahead of last year makes so much more work that we all have to step lively, but the results are worth the effort.

We received a fine letter from Mr. Penney a short time ago. Such letters are very much appreciated, more especially coming from one so busy as he.

I want to say that the Lessons are gone over thoroughly by the entire force; in fact we call two meetings for each Lesson.

I can see a big improvement in our force since we began to study the Business Training Course and we are all glad of the chance.

I am keeping account of the number of customers we wait on during each day. It is interesting to know how many customers we have in this store daily and the amount each clerk sells.

We hold a store meeting once a month; the ladies come for this and we study and review the Lessons. In this way we all get something worth while out of it.

Without a single exception all our associates are enthusiastic and well satisfied with the Course so far as we have gone. We are anxiously awaiting book with Lessons V and VI.

Kankakee, Ill. 96

Connersville, Ind. 88

Joplin, Mo. 77

San Antonio, Tex. 75

Oakland, Cal. 65

Fresno, Cal. 64

St. Joseph, Mo. 63½

Sedalia, Mo. 63

Hamilton, O. 50½

When we took up the Business Training Course we set our schedule of one Lesson to be completed by the tenth of each month. We were running on schedule time up to July 10th when we sent our Lesson IV in, which has been returned corrected. Since that time we have received no more Lessons.

Is it necessary to hold us back on account of some of the other stores who do not keep their Lessons up?

We are pleased to note the interest our Directors and Educational Department are taking in supplying the stores with copies of the special December Dynamo for distribution among our customers.

This special Dynamo will surely do an unlimited amount of good and we are proud to co-operate in placing every copy where it will be thoroughly appreciated. We are now collecting names to make sure of proper distribution.

In the September issue of The Dynamo you have an article on Americanism given by my brother at our South Dakota convention. In some way or other you have given me credit for this contribution instead of him and also have printed my picture along with it. I only wish that I could claim authorship of this article, but as long as it belongs to Rawlins I think probably in the next issue you might make some kind of correction notice and let the credit go where it belongs.

(Editor's note: We are glad to make this correction to give credit to whom it is due and to thank the author for the contribution.)

OCTOBER, 1921

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Business Training Course Students Attention

Study and study hard. But never let the thought enter your mind that study alone will lead you to the heights of usefulness and success.—Grover Cleveland.

We are glad to welcome the fall weather when naturally our minds think of the school season, for thousands of boys and girls are starting to school and our stores have been advertising and selling clothing to school children. It is time, too, to remember we are pupils in our own school in the Business Training Course, for we are soon to send out Lessons V & VI to all who have completed the first four Lessons. We shall begin anew, with a renewed stimulus and enthusiasm, as well as an ambition to learn more about salesmanship and the things we need to make us better members of the J. C. Penney Company Organization. Now is the time to make a fresh start and to put into practice the principles of salesmanship that we study in our Lessons. The actual practice of these principles will speed up the efforts to obtain that Fifty Million Sales that we all want to see our Company reach this year. The fall months are the best months of the year and we need to practice every principle of salesmanship that will help in the tremendous effort to reach the goal we have set for ourselves. Let’s go NOW.

THE GOOD WORK CONTINUES

The examiners report that the good work on examination papers continues and many who have so far sent in the four Lessons we have asked for, need but to examine their first papers and compare them with those sent in for Lessons Three and Four, to see for themselves the improvement and advancement which the later papers evidence.

Lesson II has been coming in nicely and at this writing only about 20% of the students are behind in sending in examination papers for this Lesson. Lesson III, which is the first Lesson on Salesmanship, is about 50% behind and Lesson IV about 75%. We again make an urgent appeal to those who have not sent in Lessons III and IV to get busy immediately. Lessons V and VI can be sent only to those who have completed the first four Lessons.

INQUERIES TO BE SENT ON SEPARATE SHEET

This Department is ready and willing to help all students who may have any question regarding a notation on the corrected examination paper. Any such inquiry should be written on a separate sheet and attached to the examination paper. The inquiry can thus be handed to the proper person for reply direct to the student, without waiting for the corrected paper to be returned. Please observe this request.

STUDENT’S OWN LANGUAGE DESIRED

We want to emphasize again the desirability of the student using his own language and not the language of the text when writing replies to examination questions. We shall have to discount the grade of any paper, when the language of the book is used to answer examination questions. There is possibility of growth in thought and expression only when the student uses his own language and thought and not the phraseology of the text. Examination questions in later lessons are framed with the intention of compelling the student to draw on his store experience rather than the text. The questions which can be answered from store experience alone will compel the use of the student’s own language and powers of description. The language of the text will not be available for answering examination questions in these later Lessons.

USE LEFT HAND MARGIN

Again it is urged that we call student’s attention to the necessity of leaving a full inch and a half left hand margin. This may seem a little matter to the student but it is a great convenience for the examiner and gives opportunity for making notes and suggestions in connection with each examination answer. Please remember the inch and a half margin on the left of all examination papers.

LESSON PAPERS FOR LESSONS III AND IV AN IMPROVEMENT

The examiners report that Lessons III and IV show splendid improvement over those of the preceding Lessons. Perhaps the reason for this is that these Lessons deal with the principles of Salesmanship and enable the student to draw on the practical experience he has already obtained by actual contact with customers in the store. The sales experiences related are usually interesting and instructive. We look for the same interest in all the following Lessons. Let us all keep up the good work.

Boosters and Knockers

Did it ever occur to you that you probably have some knockers in your town that are hurting your business? Or that you have some boosters that you don’t know about?

There are both knockers and boosters in most communities. The thing to do is to make boosters of the knockers and better boosters of the boosters. To do this one has to mix with the people of his community and find out who is who.

A knocker generally springs up over night but it takes longer to bring him back into the boosters’ line. A knocker develops from a customer getting poor service.

A knocker is something like an alfalfa weevil. He eats and eats into the heart of the business just as the weevil eats into the heart of the alfalfa. In time he gets to a place where he really does some harm. The thing to do is to catch him at the starting point and not let him get where he can do mischief.

Poor service, along with a discourteous manner, means knockers every time. If a customer comes into your store to purchase an article and you greet him in an unpleasant manner and give him poor service along with it, what can you expect? He wants you to give him all the service possible and he expects no more than he should.

If you come in contact with a knocker it is then and there that you should try to find out what is wrong. Most generally the wrong done him is of a simple nature and may easily be righted.

A misunderstanding between a customer and a clerk may result seriously both for the store and for the customer. It is the little things that one has to look out for.

A good booster is a big asset to a business because he advertises you everywhere he goes. And we all know that mouth advertising is the best.

Preston, Idaho

Jack Chatterton

birth notice

Announcement is made of the birth of a son, weighing seven pounds, to Mr. and Mrs. George D. Wagoner. The little lad arrived on August 3rd. Father Wagoner is one of the boys in the Postoria, Ohio store.

* * * *

There was born to Mr. and Mrs. Haradon S. Dillon a nine-pound baby boy who will be known as Haradon McKillip Dillon. This pleasant announcement reaches us from the St. Paul, Minn. store where Mr. Dillon is employed.

* * * *

On August 4th, an eight pound baby girl was born to Mr. and Mrs. Ralph H. Done. The little girl’s name is Barbara Livingston. Father Done is the Manager of the Franklin, Penn. store.
Harvest

In sowing, we are always careful to use the right kind of seed in order that we may be assured of reaping the harvest we desire. And what is true of sowing for the harvest of nature is true in sowing for the harvest of business. This is the reason why the J. C. Penney Company spares neither time nor labor in selecting and training the right kind of men for the Organization.

But in selecting either seed or men we have taken only the first step. It is constant cultivation and proper training that justify our expectation of a good harvest.

Thus it is we are certain to reap what we sow. And yet it lies within the power of each one of us to do much to insure that the harvest be a good one. It makes no difference as to the kind of harvest we expect; it will be, in large measure, the result of our own care in sowing, our own thoroughness in cultivation.

Is there any reason why we should not be grateful for the results we are bound to accomplish through rendering our best service?

[Signature]
A NATIONAL INSTITUTION

312 Busy Stores

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