Self Government

In all conditions and circumstances, well-being is in the power of those who have power over themselves.
Man Training and Its Purpose

IT IS a characteristic of our business that no man may succeed in it who does not, at the same time, win success for others. It is a wise provision that our Managers must train their successors. In the beginning of our business the personal training of men by the Founder and the first Managers, was intensive. We were a small Company. We were more compact. We were more direct in our operations.

We did, in those days, substantially the same kind of business we are doing today and the work we did in our first stores was intensive. Every Manager gave to every man under him the freest, most complete and most severe training in the essentials of merchandising. We learned at first-hand exactly how to carry out every phase of the business, because we worked hand in hand, every man making the whole business his personal inspiration.

In precisely the same way and urged by the same spirit we must, all of us, continue to work for the greater upbuilding of our Company. The great future that is before us can be realized only by confidence, sacrifice, industry and the complete mastery of every problem that arises day by day.

[Signature]
How Kemmerer Came to Be the Mother Store

By J. C. Penney

SOME people may have a well defined object in life; others may not. I will confess that when I went to Kemmerer, Wyoming, in 1902, I had no idea that today we should have three hundred and thirteen stores scattered from ocean to ocean, and from Canada to the Gulf of Mexico.

But that didn't prevent me from doing my best and working with all my might. I had hoped that some day I might be interested in and have a number of stores but I had no fixed goal. I am glad of it, for as I have come along, the goal has always been placed a little farther ahead. So today finds me still striving and I want it to continue to be that way. Understand, I do not mean acquisitiveness in the sense of piling up money. But I do want to see this Organization continue to expand, to grow and develop; if each member will continue to put into it his best, then we shall continue indefinitely to grow.

It was in 1899 that I accepted a position in Evanston, Wyoming, at a salary of $50.00 a month. I could have drawn a larger salary elsewhere. In fact, during the three years I was in Evanston, I had more than one flattering proposition offered me. But somehow or other, I believed in my employers, had faith in the future and stayed on.

The fall, before the spring I was to go out in a store, Mr. Johnson took me to Ogden to look over the town, with a view of locating the store in which I was to have an interest. We looked up one side of the main street and down the other. Mr. Johnson was enthusiastic, for Ogden was then a thriving city of 35,000 people, with a big future.

He must have detected in my demeanor a feeling different from that which he evidenced, for he said:

Penney, what do you think of it?

I replied: Mr. Johnson, this is a good town. I believe we can do business here, but if you want to favor me, let me have a smaller place.

Where do you want to go? he asked.

Kemmerer and Diamondville were located directly north of Evanston and I had, in the time I had been in Evanston, waited on a number of customers from there; they were of sturdy, thrifty stock, Scotch, Welsh and English and I had grown to love them. So I told him that I would like to go to either of those two places. He was perplexed and amazed, for he thought surely that I wouldn't pick a mining camp where stores were kept open seven days a week, with no hours of opening or closing, in preference to a city like Ogden, where a man with his family could have some of the pleasures of life.

Wanting me to be satisfied, however, he, on our return to Evanston, made a trip to Kemmerer, with the result that we located our store there. Any man who has a store knows something of the thrills that attend the possibility of becoming a part owner in a business. I realized what it meant to be rewarded for faithful service. Instead of having a promise fulfilled, Mr. Johnson promised nothing. I worked in Evanston as if the business were my own.

In this store we had iron shutters as an insurance against fire and theft. I always saw to it, every night, that they were closed and the fire in the stove was low. Several times I remember getting up out of bed, going to the store and looking after these duties; for I did not remember doing them before leaving that night and I could not sleep until I had made certain that everything was right. Mr. Johnson was aware of the interest I had taken, and, though I was young, he had confidence in me and my ability that I would and could make good.

After making arrangements for the leasing of the store-room, we returned to Evanston and in a few days, Mr. Johnson was on his way East to buy my opening stock along with his purchases for his other stores. I shall never forget those yellow duplicates of the purchases Mr. Johnson made for my store,
and how carefully I figured the yardage of each bolt of goods, each dozen of hosiery and underwear in order that I might know just where we stood; for our capital stock was $6,000 and I didn’t want Mr. Johnson to overstock me. The building was small; not nearly so spacious as some of our stores today.

Mr. Johnson completed his purchases and returned to Evanston the last week in March, 1902. And with my bill files which I carried in one hand, my little family, wife and Roswell, we left Evanston for our destination. We arrived in Kemmerer the following noon. The recollection of pushing Roswell up the hill, and my wife’s opinion of the frontier mining camp are as clear in my mind as if it all had taken place yesterday.

We went directly to the store. The business portion of Kemmerer is laid out in the form of a triangle. Our store was not on the triangle but off on a side street which was a continuation of one of the sides of the triangle. I looked in the front door and, lo and behold! the room was full of unpacked cases. We lost no time, wife and I. Mr. Johnson had ordered me a nailpuller and other necessary tools and rolling up my sleeves, I started in.

I would like, more than anything I can think of in this connection, to give an accurate description of the happenings of the next few days. Though my memory is clear, words cannot describe.

We fitted up sleeping and eating quarters over the store, in the little unfurnished half-story. We bought a small stove which served for heating and which we could also use for cooking, though little time was spent in the preparation of our meals.

The one big object in view was the opening of that store, and with what degree of pleasant anticipation we worked toward that event, I’ll never tell you, because I cannot.

On Monday, April the 14th, 1902, we opened our doors. I was assisted by my wife, a local inexperienced girl and a Methodist minister. Our sales that day were $466.59 of which $81.09 was in shoes. I have that little redback sales book before me now, as I am writing this, as well as the journal which I then used.

Before the opening of the store, I went to two of the most prominent citizens of the town, and asked them what they thought about our prospects. Not wishing to discourage a most enthusiastic young man, they replied rather reluctantly. They said that in their opinion a cash business such as ours could not successfully be carried on, for the miners received their pay once each month and usually lived it up before the next month’s pay day. They told me of the custom of the mining companies to issue coupons covering the time which the miners had worked and against which the miners made their purchases and obtained their credit.

Their opinion, however, instead of discouraging me, had the opposite effect. It put fight into my blood. It made me try all the harder, for I would not disappont Mr. Johnson and Mr. Callahan.

Business the first day was most gratifying. However, it soon began to fall off. I wondered if the prediction of one of these men, that “we would do business for sixty days” was true. Sales dropped down as low as $25.00 in a day. I discharged all my help. My wife came in to help out while I ate, and also when there were more customers than I could serve.

But I did some figuring. Those who did come in were shown from one end of the store to the other. Trade soon revived, for I had begun to see the result of seed sown on good ground. In the course of a few years our business had outgrown our little quarters, and we moved down into the main business portion on the triangle, where our store is now located and still showing an increase in sales.

As the business began to be firmly established, I purchased a little three-room cottage for $500.00, directly across the street from the first location.

Many of my early customers, now widely scattered, are today still customers of our stores, located in the twenty-six states in which we operate stores.

I take no credit for my success. God did not endow me with any supernatural powers or ability. The present Organization is the outgrowth of the Mother Store started nineteen years ago. Conditions are different now, but the principles of fair dealing, both in respect to men associated with us and to our customers, have not changed.

I often wonder what the results might have been had I elected to go to Ogden. Certainly the way would have been easier, but I doubt very much if our progress would have been so remarkable.

I shall always have a warm spot in my heart for Wyoming and particularly for Kemmerer and were I today called upon to decide as I did nearly twenty years ago, I certainly would go to Kemmerer.
Heart to Heart

By Dr. Francis Burgette Short

Retarders of Progress

Have we not all observed and experienced, with varied degrees of interest and disapproval, the manner in which some people enter and depart from public methods of conveyances? Have we not noted and experienced with displeasure the fact that many of them stop right there in the doorway to be pushed and squeezed? Have we not been provoked sometimes beyond the point of where silence is golden at these retarders of progress?

Storm Centers

Our Subways are instances of this almost unhuman situation every morning and evening. Ordinarily, the trains would accommodate the waiting passengers who would be hurried along to their destinations with quicker despatch, except for the fact that the outlets and inlets of these trains are blocked with those who simply get inside the doors and stop.

Passengers should be permitted to get on and off the cars with the least possible difficulty, and they ought to realize their part in assisting the traffic program. But it seems all must be told what to do and Guards must be placed to direct the moving crowd. You've heard them shout: Let 'em out! Let 'em out! You've seen those inside obliged to press their way toward the door with all possible energy with scarcely anyone to offer assistance. Aside from the impact when runners come together at a game of foot-ball, the pushing and pulling is about the same in getting on and off of a crowded Subway.

What the Guard Says

Step lively! Watch your step! These are splendid admonitions to give inexperienced folks but it has always seemed strange to me that such ought to be required in a great intellectual center of civilization like New York City. Put into freely expressed language the whole thing runs something like this: Get out of the way, there, you folks that are jamming up the doorways and permit those passengers to get out. Get out of the way, there, and let other passengers get in. Hurry up about it, too, and be careful. Don't step on any feet nor get your foot caught in the space between the platform and the car.

The crowd always moves slower than the individual. There is something that inheres in the amassing of people that slows down the pace of the individual. Hence it becomes necessary to hurry the multitude along in order that a normal pace may be maintained. Step lively becomes a necessary factor in dealing with folks in the mass.

Let 'em out and Step forward are simply positive evidence of the great unconcern of the crowd toward the comfort and the pleasure of the individual. Those living in small towns know each other, talk about each other, and sometimes get jealous and gossip about one another. But when they meet, there is generally evidenced a relation of regard and consideration, and in hours of need, a helping hand is sympathetically extended.

Strangers Within the Gates

Such a relation disappears proportionately as the community increases in population, until our civilization is obliged to carry the great load incident to its densely populated districts having no knowledge of each other's welfare, no sympathy for each other's sorrows and helping hands seldom extended in the time of need.

I have my sleeping place in a thirty-two family apartment and I like it as a sleeping place. There is nothing about it that's homey except the family, the furniture and the rent, and the last is so high that its familiarity is almost unbearable. I see the names of the other occupants of that Apartment house registered in the elevator but not a single man, woman or child do I know. I used to try to say Good-morning to some of the folks but by the way they regarded my daring to speak to them without an introduction, I stopped all such nonsense and I never see them now any more than they see me.

Naturally, I like to speak to folks. I like to smile at children, and I would still regard it as a real privilege to extend a helping hand, but when folks won't speak and when they rebuff efforts made to speak to them, I stop trying to play the game of Speaking to Folks.

Trying to Get Acquainted

I stopped one day in front of a nice Apartment House, where some little boys were playing; looking down at one of them I said: "Heigh-o, young man. How are you?" That nicely dressed lad looked up into my face, stuck out his tongue at me and asked: "What is it your business how I am?"
I did not make any answer to his inquiry but I did some thinking that I will not record in this story.

No, I did not think unkindly of the lad; he was the product of what and how he was being taught every day by his home folks; the nectar of human consideration, gentleness and kindliness were being squeezed out of his life and he was being prepared to make his way without regard for the condition of others. I could not blame the boy. I pitied him.

But that lack of consideration for others obtains in every city in proportion as the city increases in size. Then, how can folks content themselves to live in such an environment? The environment is not at all distasteful to many folks and there are, doubtless, those who like it. But many dislike it. However, in spite of their dislikes, in spite of every difficulty piled in their way, in spite of every resistance and rebuff they meet, in spite of every inconvenience piled up, there are those who make their way through this mass of unhuman humans and they are actuated by a high purpose—that of rendering a real service to the great body of folks whose daily anxieties and cries and petitions would break the heart of any other than God Himself. There are those that seek to serve. Thank God for such Springs in the desert of life.

AN INSTANCE OF PERSONAL SERVICE

THERE came into my office not long ago a young lady to inquire about a position. I asked concerning her present employment and she told me she was doing Settlement Work down on the East side. I asked her if she desired to discontinue that work and her reply was this: I would like to take a rest from it and then return to it. I suppose I can do more good there than anything else I could do elsewhere, though I might make more money at something else.

She was a refreshing young woman; her ideal was personal service in behalf of those that needed the inspiration of such a life as she was unfolding to that East-side multitude. I said to her:

If you want to make money, you better seek other employment. You never can make any money at your present task. If you desire to render a real service to struggling boys and girls, I advise you to keep your job. Nothing more important can be undertaken than you are doing. I wish your remuneration were all you merit, though I know mere money cannot reward one who faithfully serves.

I guess you're right, she said, and I'll return to my task. I thank you for your words of encouragement. Good-Bye.

I watched her pass out of the Office, and as she disappeared from my sight I said to myself:

"Blessed are they that love their task, that love to serve, that are not retarders of human progress."

And then I came back to think about those that are such retarders—those that stand in the doorways—that neither help folks in nor out—that don't care against whom they bump, nor who bumps up against them.

HELPING ONE ANOTHER

WHAT a fine feeling one has in the knowledge that he is a part of a great vital movement, that there are those ahead of him who are willing to help him along, that there are those following after him whom he is willing to assist to places of larger usefulness, that life is not some fragmentary bits, each in the world for itself but rather the unification of fragments into a wholesome whole so fitted and builted together that it may properly bear the imprint of Christian Civilization upon its banners and everywhere be regarded as the friend of humanity.

Doorways are not for the purpose of keeping folks in or out; they are not to stand in nor even to block up. Doorways are passages through which travelers may go in and out and if it had not been intended to keep the passageway open, it never would have been so planned.

Therefore, don't get in somebody's way and stop. Move along. Don't start in business and stand still. There's somebody behind you that seeks to advance. If you cannot move ahead, please get out of the way and give the one behind you a chance.

Don't retard human progress by standing in the doorway.

LET US HELP THE OTHER MAN

OUR Organization is a going and growing concern. Movement but not speed is our endeavor. Movement requires movers—those that enter the doors of opportunity but do not stop in them—those that go in and come out and move along to the next task. They are ready to assist us along providing we are moving in their direction, and in return those just behind must receive from us, even as we have received from those ahead of us.

The lesson is patent to all: Our Managers must train others to become Managers. Should anyone stop in the doorway, a congestion will result, the progress of the entire Organization will be retarded, many will be disappointed because their progress is stopped and results that ought to have been obtained can never be realized.

Why not stop long enough to ask some personal questions:

Am I standing in the doorway of progress?
Am I keeping someone back from the position he ought to fill?
Must folks crowd and push to get past me?
These are serious questions; they must not be passed over with indifference; the answers we make thereto will decide our place in society in the coming years.
Are we, therefore, retarders of progress?
What is your answer, Readers?

SEPTEMBER, 1921
Why We Should Have An Educational Department

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

LET me answer this question by a comparison. A boxing expert is training for a bout. The qualities he needs are wind, endurance, punch, quickness of mind, foot and fist. To get all this he puts himself under a professional trainer and obeys him.

That is how a man must train with us. He must learn to obey, under training.

We want a man of unquestionable character, in other words the four-square man, the man with vision, enthusiasm, ambition, confidence and determination. We want men who labor with the mind. They will some day rule. Those who labor with the body alone must be ruled. Men in our Organization, without thought for the future, must soon have present grief. The men in our Organization who have made good have always had faith in themselves and in us.

It is just such men as we have at the head of this Organization who realize the benefits of an education. Before a man can do a man’s work and fill a responsible position, he must first be made to realize that he is a real man. Fear and doubt and self-depreciation make cowards of many good men.

The first and most important essential in laying a foundation for a Manager of a store is education. The word Education, as used here, does not necessarily have a distinct relation with colleges, universities and seminaries. The term does not always include that kind of education. Education is also the practical knowledge and experience that can be used for profitable, legitimate and intelligent purposes. No big position has ever been filled by any but a big man. No great work was ever accomplished by any but a man with a trained mind. All success has to be worked out through the mind as the instrument. We are to blame if we have not the education we need.

Abraham Lincoln got his education long after he became a man. The road over which we must pass to reach our goal is not smooth, nor is it easy to travel. To get the education we need it may be necessary for us to concentrate every spare moment upon study. We shall have to utilize most of our evenings and give up to study the time which the average man devotes to picture shows, dances and the like.

We may hesitate in this and ask: Is it worth the price? Theodore Roosevelt was the type of man who went at every job with the determination and assurance that half wins the battle before it is begun. It is astonishing how success makes way for the determined individual. The real education, the J. C. Penney Company kind, is that volume of knowledge which is applicable in a useful and constructive way in our every-day business life. The mind is the medium by which we coin our life assets,—success or failure. Everything depends upon keeping our mental power fit. The future success of our Organization must be worked out through our men as the instruments. Every day we see evidences which indicate that the trend of our Organization is toward a standard of greater efficiency. No longer is it possible for a man to rise in commerce or industry without bringing to the task a determination to employ his leisure time in acquiring special knowledge along the lines of his business.

The man who gets ahead, whether he be a salesman or manager, is the man who puts intelligent thought into his work. The entire future success of this great Organization of ours depends entirely on man power. This alone is ample reason why we should furnish our boys with some method of study to raise the standard of man power. Therefore, I, for one, recognize the value of our Business Training Course and welcome the task it imposes, for it means growth.

MAXIMUM vitality and maximum efficiency are tied up with each other. What makes for one makes for both. To learn how to attain one is to learn how to attain the other.—DR. LUTHER GULICK.
Help! Help!

By WM. BURKHART, Manager, Mankato, Minn., Store

YOU may think the words forming the title of this article are uncalled for in our Organization; that we are safe and secure and need no help.

I believe, however, that if we give proper thought to our work, we shall realize that we do need help.

What kind of help? Not necessarily extra sales people but that real help which comes when all get their shoulders to the wheel of progress and push in one direction.

What is the meaning of the word Help? To aid, to give assistance. That is just what we all need and we need lots of it. Mr. Manager, are you getting all the assistance we need? Are all the cogs working smoothly in your store? Do some seem to grind just a little? If they do you would better lubricate them and make them run smoothly. Use plenty of the oil of Kindness. It is a wonderful lubricant that brings harmony; harmony brings success and that is what we are all after.

The right kind of help will make the J. C. Penney Company the greatest WE Organization in the world. Did you ever stop to think how many of us use the pronoun I when waiting on trade? I have this or that. It is I, I, all the time. Don’t you think that if we stopped to consider the bigness of We and compare it with the insignificance of I that we should be more convincing with our customers if we used the powerful We?

Let us watch ourselves when talking about business and use We instead of I.

Do we need any other kind of help?
We do.

What about our stock keeping? I cannot do it alone. We can. How easy it is for us to keep stock in a neat and clean manner, the floor free from the litter of waste paper and string if We take charge of this work. When I is supposed to do it, the store soon takes on an unkempt, unattractive and uninviting appearance. If we love our store we shall feel about it as a good housekeeper does about her home. Every nook and corner will be ransacked to find and get rid of that possible bit of dust.

Help then naturally resolves itself into Co-operation. Our new associates must grasp the full meaning of this big word and apply it to themselves as team workers.

Americanism

By BRADLEY YOUNG, Manager, Mitchell, So. Dakota, Store

AMERICANISM means, first of all and above all, Liberty. It means the freedom of every citizen to choose his own ideals of personal development, his own manner of life, his own field of service to his fellow-man.

Americanism means the freedom of the individual to choose his own social status, his own political party and his own creed. In the free life of America there is nothing that constrains. There is no child in this land today who cannot, if he so wills, rise to the widest, fullest opportunities for development and service.

America has no factor in her national life that completely constrains or that permanently thwarts or limits the individual. Americanism means, therefore, most of all, freedom. And freedom implies fullness, richness and variety of opportunity.

Americanism means, too, the welcoming attitude toward a foreigner, the appreciative attitude toward all the rare and precious racial and personal gifts the foreigner brings to our national life.

Americanism means sympathy, understanding and support for all the weak and oppressed of Earth.

And, finally, Americanism means glad life to all her native and adopted sons and daughters.

Nobody, who has not been far away from home, in foreign lands, can appreciate the deep joy that fills the heart of the returned voyager. When we were coming home, after seeing service in France, it was the sheer gladness of American life that called most insistently to us.

This is the gladness that results from the freedom, the fullness of opportunity, the love of all mankind that characterize our national life.
Why Men Do Not Go To Church

By William H. Mason, New York Office

MEN give many reasons why they do not go to church but, in the main, these so-called reasons are really excuses. The truth is that they have acquired the habit of staying away.

The average man neglects his spiritual self in the same way he neglects his physical self. It all sums up in lack of exercise.

Let us consider the man who says that he does not care to go to church as he finds so much in the Bible that he cannot accept and, therefore, would get no good out of the service.

TWO POINTS OF VIEW

There are two ways of looking at the Bible, representing two distinct types of mind: The one type consists of those who say the Bible contains great and wonderful spiritual truths; they see no distinction between one part of it and the other and plainly state that they believe the Bible from cover to cover.

The other type of mind declares there are inaccuracies in the Bible; they find some parts of it do not square with modern science or philosophy; because of these inaccuracies and discrepancies, they feel the Bible is untrue; they fail to find within it the great messages needed by the souls of men.

A PARABLE

Perhaps these two types of mind may best be illustrated by the old parable of a basket of fruit which had been given to a native of a far island who had never seen a basket or fruit. He tasted the fruit, found it good to eat, palatable, satisfactory and, therefore, ate not only the fruit but the basket.

Another basket of fruit was given to another native of the same island. He, too, had never seen either a basket or fruit. He tasted of the basket and found it was not palatable and, therefore, threw away both the fruit and the basket.

This parable speaks for itself.

Another excuse given for staying away from church is found in the fact that some church members do not live up to their profession of religion. The church would appear to be the best place for sinners. Why expect so much from the other man? He that is without sin, let him cast the first stone. The Christian attitude should be one of forbearance in judging others. Why evade your own responsibility to your eternal self on such pretense?

THE TRUE PURPOSE

I have heard people say that they would not go to church because they did not like the minister. Why not go to church to worship the Father and realize his presence? This is the true purpose of the church. Do not merely look upon it as a place of entertainment. Too much emphasis is placed on the modern sermon. Unless the sermon is a preaching of the Gospel of Jesus Christ it seems to me to be out of place.

But how few ministers have the mental force, enthusiasm and inspiration to get the message over. Men of strong personality and power of achievement are carefully selected to fill important positions in establishments organized for material gain. In the selection of men to direct us in the development of the character of the indestructible eternal self we are, too often, less fortunate. Perhaps these mediocre ministers would improve and grow in power if we expected more from them and gave them encouragement by our presence at the services.

MANY DENOMINATIONS

MEN often attend church a few times, lose interest and cease going because they do not like the denominational customs. There are many denominations. Visit them all, if necessary, and choose the one that comes nearest your heart’s desire, the one in which you will feel at home. You know you are soul hungry. Rise above the human element. Don’t expect a church conducted by human beings to be perfect. Even you are not perfect. Go with a heart full of Godly love, that real name for charity to others and come away with that same heart filled with joyous gladness.

We must support and maintain the church in all of its many branches. It is the visible organized human representative of Almighty God and His Son Jesus Christ. It stands as a bulwark before the forces of evil and self-indulgence. It stands steadfast and true in the face of indifference and neglect.

It is true that we can and do worship alone in the quiet of the home or in God’s wonderful out of doors but we need the contact with and the cooperation of other minds to strengthen us and to increase our courage and happiness. To join with
others in service enlarges our vision and strengthens our faith.

THE TRUE RESTFULNESS

THEN there is the man with the excuse that he is so tired with the cares of his business, that when Sunday comes he wishes to relax and rest. This is only a mental angle. His mind needs refreshment. His body is not really very tired. He only thinks it is. Did you ever feel the uplift of soul and mental refreshment resulting from a good church service? You are no longer tired. Both the spiritual and physical selves have been cleansed and refreshed.

While men can think up many kinds of excuses for not going to church and should not have to be pressed to worship their Maker, perhaps certain church members are not without responsibility as examples of the effect of religion when they clothe it in long faces. I find it impossible to rub elbows with blue, lugubrious Christians. To my mind the Christian should be joyous, happy and considerate.

To sum up, our responsibility is a personal one. The lack of spiritual development will be our own loss. How often I have heard men regret their neglect of educational opportunities when young. How much more will they regret their opportunities to educate and develop their spiritual selves? That eternal self will continue to live and function when this brief material existence shall have passed away like the snows of yesterday. Don't drift and drift until, for lack of exercise, your power to commune with the Heavenly Father wastes away from neglect.

I am convinced that no real worldly success is possible when men leave God out of their plans. What often appears to be success is only what you see on the surface in material gain. The seat of happiness, however, is in the heart. Therefore, does it not follow, that man must have spiritual development to be truly and joyously happy? I believe we can develop the thought for ourselves if we meditate on that wonderful statement of St. Paul’s:

For the things which are seen are temporal; but the things which are not seen are eternal.

Let us consider the things which are not seen, and may their contemplation bring to us that Peace of God which passeth all understanding.

I Am Turn-Over

By L. R. Eldridge, Manager, Price, Utah, Store

O MANAGER consider me wisely, for my ways are many and I am the barometer of all success. Analyze my history and you will find me a potent factor in all good achievement.

Likewise do I attend all failures and those that go down point to me as the cause of their downfall.

Ignore me and I will thwart your best efforts.

Many do I keep in mediocrity and little do they suspect my presence.

I am an efficient tool, but I am also a dangerous weapon.

Command me rightly and I will labor incessantly for your welfare.

Treat me kindly and I will bring all the so-called fairies of good fortune to your door; reverse the situation and you will be aware of the difficulties I can place in your pathway.

I have a thousand gears and business of all kind is propelled by my mechanism.

Some are content to ride along nonchalantly, in humdrum fashion, while the industrious prefer the whirl of activity and enjoy the momentum of my swifter ways.

In the dry goods store, I revel in my work and court both success and failure.

Look and you will see me moving with great rapidity on one section, clanging the cash register at every stride. Look again, more closely, scrutinize dark corners and perhaps dusty shelves, here you will find me pouring sand into the machinery and killing the speed of the business by my unseen indolent ways.

Operators in this business technically term me Price and Service. This I am.

Diminish my price gear and I will revolve with great velocity, pressing public support to accomplish my object.

Oil my many parts and bring them into action and I will create results that surprise and satisfy.

Avoid me by considering me lightly and I will dwarf you.

As surely as merchandise deteriorates and loses its value, so will the slothful mind and body stagnate and corrupt.

I am the agent that either builds up your God-given faculties by healthful, rapid turn-over or devitalizes live tissue through inaction and slow moving forces.

I am worth earnest consideration for I am as certain and infallible as the law of gravity.

Guard me closely and see that I labor for good only, for I am prone to do otherwise and cause past regrets for those who would sin success.

SEPTEMBER, 1921
The Spirit of the Organization

By J. C. Penney

(This is the last of a series of articles by Mr. Penney, the first of which appeared in The Dynamo for July, 1920. These articles have presented the inception, development and progress of our Company so sanely and vividly that they merit presentation in permanent form so that they may be read by all future associates of our Organization. To that end it is intended to have them appear in book form in the near future.—T. T.)

WHAT the Directors of our Organization strive most earnestly to do is to assign to every individual the work which he can best perform. There is primarily no thought of superior or inferior, of high or low, of essential or non-essential. But there is a constant striving to make such adjustment of the entire working force of the Organization as will permit it to produce the greatest results with the least motion. No organization is a machine with bolts and wheels, pulleys and cogs, each in a fixed place. An organization is what the word implies: a living, growing, expanding, developing body in which men move upward and onward with the growth of the whole.

It is due to this kind of growth that the working boy of today becomes the James J. Hill of tomorrow. Hence the secret of all organization is found in what the individual does to fit himself for the broadest expression of his power.

MUTUAL INTEREST

A YOUNG man starting in one of our stores on a moderate salary is at once impressed with the interest each man has in every other; with the faith, confidence, willingness to help, aid and assist which he finds in his associates. It is these qualities that bind men together.

Times without number have I witnessed the rise of certain men, associated with us. This, in a number of cases, has been spectacular. The imposing of responsibilities on a man will, if he is capable and able to bear them, develop him to a wonderful degree. He is inspired to greater effort and in his endeavor to emulate the success of some one farther advanced, he continues to develop. Mistakes, however, naturally occur. But the broad-minded executive will overlook them, so long as they are not the result of carelessness, for he realizes the truth of the saying:

A man who cannot make a mistake cannot make anything.

This is undoubtedly true. If a man will profit by his mistakes he can turn them to a good account. Men are not infallible. But mistakes may and can contribute their part to a man’s education.

When a man is connected with a successful organization in which he becomes interested, he soon learns that he must act in harmony with his associates, for without co-operation, organization is impossible. This brings out the fact that organization men do not work independently, each in his own place and according to his own ideal, but all work mutually toward the one fixed purpose of the business.

A POLICY IS NECESSARY

In every successful organization there must be a policy, for without it an organization would not be possible. There must be a purpose, a vision; this must be a lofty purpose and a clear vision. There are certain fundamental principles underlying our Company that are as essential as they were when we first started. And to them there have been added ideas advanced from time to time by our men as they have met and mastered new conditions. This has not been accomplished over night. It is due to the result of slow development of principle and purpose worked out by men who have allied themselves for concentrated effort.

AN INSTANCE OF SPLENDID DEVELOPMENT

Our business Organization is ceaselessly in flux; the units are constantly passing up to the head. It is only a few years ago that the man who is now President of the J. C. Penney Company, started in at the Mother Store on a salary of seventy-five dollars a month. At that time, none of us foresaw the development which we have since enjoyed. Mr. Sams had faith in the principles and in the men with whom he was working. Gradually he advanced, step by step, fortifying himself with the knowledge of the business as he went forward; and today though a young man, he is a power in the business world, for his ideals and purposes have been high and they remain so. He has kept doggedly and persistently at it, thus commanding the respect and admiration, the esteem and support of his associates in business. Not only has he made a success but he has inspired hundreds of others; through his influence he has enabled men to obtain a greater vision of the future of our Organization. Despite his phenomenal success, Mr. Sams is remarkably modest about his achievement. He regards the Organization of which he is so vital a part, largely responsible for his success, for it gave him and con-
The Purpose and Power of Prayer

By MRS. ROY L. MALMSTEN, Mt. Pleasant, Utah

If any of you lack wisdom let him ask of God Who giveth to all men liberally and upbraideth not, and it shall be given him. (James 1:5)

We kneel at night and thank God for His blessings of the day that has passed. We gain blessings and help from Him when we realize our need or someone realizes it for us. In every walk of life He is constantly near and desirous to give aid to us, his children. The thing that prevents His helping us is the barrier that lies between us. That barrier is our ignorance or ignorance of Him. We must first recognize our need before He is able to help. If He gave to us too freely we would cease to make an effort to rise.

The light globe is in the socket, the wires are all connected. We are left to turn the switch. We often remain in darkness, blaming fate for putting us there. Again, such fate is due to our ignorance of the knowledge that is at our disposal. No ray of light penetrates the dungeon with the door closed. We are in the dungeon and are our own jailors. If we cease to make effort to rise, we often remain in this condition and blame someone else for our misfortune. We are in reality suffering our own condemnation. One should look well to one’s self before saying such things as:

He had a pull.
The boss has a grudge against me.
God laid the perfect setting and put His children in it. He permits them to act for themselves, always being present to aid as they realize their needs.
Before man was, the heavens, the earth and all that is in them were created. The beauties of nature, the sunset, the seasons, the flowers, the birds, forest stream and lake were all created. These provisions were made for man, that he might have joy. There is no day like the one that went before. There is no hour in which the colors of nature remain the same.

Could we but see the coloring of nature as the true artist, hear and feel its harmonies as the true musician, see proportion as the sculptor, have a knowledge of astronomy to make us realize the relative insignificance of man compared with the universe, Life, in every breath, would thrill us with the presence and appreciation of God and His infinite wisdom. We can live so close to Him that every thought is akin to a prayer.

There is no burden so heavy, no task so great, no duty so difficult of performance that it cannot be accomplished with joy in the doing. We are not alone. We can have help for every task. That help has healed the physical body of sickness and disease, has comforted the bereaved, has restored the dead. And yet in His infinite wisdom He cannot raise us up until we recognize our own need.

The Spirit of the Organization

(Continued from preceding page)

continues to give him the opportunity to aspire to worthy heights.

What Mr. Sams has done, any one else can do who is willing to put himself unstintingly into the work of our Institution. Never has our President thought: How much can I get out of this? or, What is there in this for me? But his inspiration has always been—and is today: How much can I put into it?

TO OUR YOUNG MEN

To the young men I would like to say that the opportunity for advancement in our Company is perhaps greater today than ever before. Your success will depend largely on your viewpoint.

Your thought should not be: When shall I get a store? But rather: What can I do that I may merit a store? How may I so prepare myself that when opportunity knocks at my door I may bid it enter and be big enough for the job it offers me? Never entertain the idea that the good plums are all picked; for like the tree that blossoms each year and bears fruit, so will this Organization continue to bear fruit.

Rewards are not paid a man for sentiment’s sake. They come to the man who is willing and anxious to pay the price.

This is the spirit that has characterized our institution from its inception and has made it stand out conspicuously in the commercial world.

SEPTEMBER, 1921
SALESMANSHIP, in my opinion, is the one big factor in a man's climb to success with the J. C. Penney Company. It is through salesmanship that we gain much of the fundamental knowledge and many of the principles required in our work.

If you are a good salesman, mutual profit or benefit results, both to you and your customer, as a consequence of your effective service. However let it be understood that a good salesman must be able not only to talk his goods convincingly but he must, first of all, have some grounds upon which to base his statements. He must have a thorough knowledge of his merchandise and he must be able to present that knowledge truthfully and effectively.

The successful salesperson must possess a positive, aggressive character; a magnetic personality that will draw the customer to him. He must possess a logical mind, capable of judging and of reasoning with a customer while presenting merchandise for his approval. Most important of all, however, is the fact that no man can be a successful salesman who is not healthy in mind and body. He must radiate vitality. Americans of today like to see smiling, exhilarating people about them. The successful salesperson is always the one who has a smiling and energetic approach for his customer.

THE DEPARTMENT FORM

In our stores only a few of the larger ones are departmentized and in these stores members of the sales force are frequently being shifted from one department to another. Therefore, it is necessary that we familiarize ourselves with the general arrangement of stock and methods of stockkeeping, the contents of the stock, the qualities and sizes carried. Then, when we approach a customer and his wants are made known, we can show the article desired without inquiry from others as to where stock is kept. The good salesman studies the character, the nature and the needs of his customer, in order that he may render him the best service. He gives advice to the best of his ability when requested and suggests the class of merchandise that each customer may need.

There are several important points in the process of making a sale. First is the approach. It is essential that you gain the confidence of your prospective customer. You must impress him, by your manner of approach, that you are the salesperson who can best render the service he is seeking. After having secured his attention, you must hold it. You must be able to introduce an instructive selling talk that will arouse interest and create a desire to purchase the article shown. You must, above all things, make him know that his interests are your first consideration. You will then be able to make and hold satisfied customers.

THE RIGHT SELLING TALK

There is no set formula for a selling talk. Practise character reading, learn to talk plain, simple, correct English. Have knowledge of all your merchandise. See the new goods that come in daily and learn all about them. Find out where they are stocked and learn the selling points. The person who makes it his business to learn these things is bound to produce a good selling talk, for he will have a large store of information from which to draw.

Being courteous and honest, at all times with everybody, is a great asset in salesmanship. This is a new day in salesmanship. Everyone you meet is selling something. The public demands a positively convincing and instructive presentation of the merchandise it buys. When you say: I guess so, or I will see Bill, the customer knows your weakness, at once. He realizes that you are incompetent and loses interest in your talk and confidence in your ability to serve him. The time is past, if there ever was such a time, when it is necessary for a salesperson to be a good fellow or an old acquaintance to sell merchandise.

SELLING ABILITY

The ability to create the power to present convincing, intelligent appeals to each customer and a desire to be a real salesman are the assets required today. Under the impetus of keen competition, salesmanship has become a science. The salesman who can present an intelligent explanation of the fact that real, first-class merchandise cannot be sold for less than our methods of selling permit, the one who can present logical arguments in support of his statements and in the end convince his prospective customer of the correctness of his stand, this person will assuredly develop into a really efficient salesman.
BACK TO NORMAL TIMES

The question is frequently asked, When are we going to get back to normal times?

There is one fact that may just as well be accepted right now: The financial standards of costs of production and the scale of wages are not going to return to what they were before the War. Nor does that fact afford any cause for misgiving.

We have entered a new Era in commercial activity. We have moved to a higher place in the world of doing things. We are doing business upon a bigger scale by using better methods than ever before. We simply cannot go back. Normal times are not behind us. Normal times are before us. And blessed is the man that lifts his eyes toward them and starts after them.

To go back means to stop going at all until we can turn around and start in the other direction.

We cannot do that without pulling our horizon in upon us and we would be squeezed thereby. The World War has broadened the vision of every normal man and he must carry on until he reaches the heights.

Was the sole good of the past its cheap Goods and cheap labor? Then let us be glad they are both gone because they produce cheap men. America does not want any cheap men. America needs men with eyes to the future looking for the better tomorrows and always trying to make them such. America needs men that are willing to produce the very best they are capable of and the very most and in return for that most and best they merit receiving a just return.

There can be no going back. There must be a going forward. The intelligent and the industrious will move in that direction. The ignorant and the indolent will fall by the wayside. Merit will receive its reward. Progress will be seen everywhere. Prosperity will spread over the Nation. Happiness will fill the earth.

PERSONALITY

Numerically, one person equals another. Personally, there is a difference of variable extent and quality. Efficiently, they may be far removed from each other. Numbers do not necessarily amount to very much, though enough grains of sand make up the great stretching white rim of shore line that holds the Oceans in their places. Personality is negligible or potential proportionate to its quality expressed in noble effort. Efficiency results from the wise application of those inherent spiritual qualities to those tasks one sets out to accomplish in the interest of life's larger interpretation.

THREE BROTHERS—PLUS

The application of the above paragraphs is practically set forth in the success of the Lauerman Brothers Company, Marinette, Wisconsin. These three Brothers set forth upon their business career with $1,100 in cash plus a determination to stick together in their efforts. Three determined personalities combining their efforts can achieve almost undreamed of results. These Brothers are now transacting over $12,500 worth of business every twenty-four hours in a town of 13,000 population.

CO-OPERATION ASSURES RESULTS

Whenever and wherever two or three men combine their powers in a determined effort toward a common task, the results will prove as amazing as the combination is intelligently continued.

Herein is found a large element that accounts for the success of our own Company. Very few, indeed, are the instances where individual men have single-handed accomplished great things. We do not, we cannot live to ourselves even in the common tasks of life. Much more is it necessary to receive the inspiration and the co-operative effort of others in the achievement of great things.

But let it ever be remembered that co-operation
means other than simply moving in the same direction of another. Co-operation that makes for efficiency requires an intelligent direction of personal powers upon a determined objective. An intelligent application of co-operative forces is being more and more required on the part of great organisations and our own Company is preparing to face this situation kindly and courageously.

Those having to do with the preparation and the publication of our Company Magazine very naturally often wonder how eagerly it is read, how genuinely it is appreciated and how much good it accomplishes. No matter how eagerly our Directors may be to impart inspiration and valuable information, unless THE DYNAMO is read it cannot produce the desired results. Its formal publication and delivery into the hands of our Associates does not meet the desires of the Directors nor the requirements of those to whom sent.

THE DYNAMO must be read in order to justify its publication. DO YOU READ IT?

EAGERLY AWAITED

THERE are many evidences, personally expressed and otherwise, that cause much gratification on the part of our Directors at the eagerness with which THE DYNAMO issues are anticipated generally on the part of our Readers, and this fact greatly encourages those to whom has been committed the happy task of preparing these issues. The Educational Department seeks and strives to send out only such matter as merits a careful reading and conscientious consideration; it seeks to inspire and inform its thousands of Readers, to broaden their Business horizon, to intensify their spiritual conceptions, to enlarge their mental grasp of everyday problems and to assist in every worthy undertaking.

Somewhere I read these words: "Study is the greatest asset ever given to the human race."

Study means mind expansion, accuracy of thought, directness of purpose, stability of attitude.

The proper kind of study always makes for a constructive program, a well thought out plan, the upbuilding of some enterprise, the ennoblement of life and the assurance of a desired Destiny.

Why don’t more people study? Why not give more time to the real task of hard thinking that is based upon something read? Why not compel the mind to exert itself in a noble effort to unravel some philosophy, refute some argument, build up some system or establish some better way of accomplishing a worthy task?

Why not?

Yes, why not?

First: It requires Effort. The average person will expend physical effort under command or by necessity. But to command one’s self to study, to think, to plan is quite another matter. The Will is too weak in the ordinary person to command the Mind and to drive it to study.

Therefore, the Will needs to be made strong by its exercise. Use the Will, encourage it and develop it.

Second: It requires Time. There are great numbers of people who are not willing to use the time required by study. They prefer to loaf, relax or spend their time in some amusement where the thinking apparatus is not obliged to run.

Third: It requires Patience. The results of study cannot be had in a day, month or year. Long stretches of time are necessary. Nor can these results be possessed by simply reading great amounts of literature.

Some of the best informed among men have read only a few books. The sad, sad fact is this: Most people seem to feel—do feel that unless they read a volume every day there is little, if any, use of study. And again, they feel a few moments each day will avail but little. That’s their great mistake.

Samuel Johnson is reported to have said to his friend Boswell: “Any man who will read one hour a day on a given subject for five years will become a learned man.”

The important thing is not how much is read at one time but how much is regularly, persistently read every day. That counts. A book kept near the chair usually occupied after the day’s work is over and read regularly each day for a few moments will add to one’s fund of information surprisingly in the course of even a month.

Keep a pocket size book of good literature in your pocket, keep another style on your home table near your chair and still another at your place of business. Give to each of these during the day those spare moments that otherwise would be wasted and their sum total benefit will prove surprisingly profitable to both your friends and yourself.

SEPTEMBER, 1921
Aeroplane View of the

General Offices located in the heart of

(2) Pennsylvania Station. (3) Grand Central Station.
(6) Pennsylvania Hotel. (7) McAlpin Hotel. (8) Times S
J. C. Penney Company
New York, 370 7th Ave., New York City

THE DYNAMO  September, 1921
Economic Review
A Statement of General Financial Conditions
BY PROF. D. WALTER MORTON, Educational Department

GENERAL CONDITIONS

BUSINESS in general is slow and is expected to continue so during August. Most experts are now agreed that there will be a natural stimulation during the early fall but that it will not be permanent. There is too much uncertainty. What the final provisions of the Tariff Act and the new tax legislation will be can be surmised only.

The Tariff legislation is not yet agreed upon. Latest reports state that the Senate will revise and rewrite the proposed bill which has been passed by the House. Considerable opposition to the American Valuation provision of the Bill has developed.

Secretary Mellon's proposals for stamp and check taxes have stirred up opposition; so has the proposed automobile tax. Some members of Congress oppose the reduction of the surtax on large incomes and the increase in the taxes on incomes between $6,000 and $60,000. The proposed 15% tax on corporations is also opposed by some members of the committee. A recent questionnaire of the New York Times indicates the financiers in some twenty-one cities favor some kind of sales tax to replace the Excess Profits Tax. The House Ways and Means Committee is said to be unfavorable to this. The taxation problem, as well as the tariff problem, will have to be solved before there can be any permanent business stimulation.

CONSERVATION PROBLEMS

PELLAGRA victims have been increasing in number and recently President Harding asked the Public Health Service for a full report on the conditions in the cotton belt states. The President has agreed to ask Congress for any amount of money which may be necessary to bring about the desired relief. The Red Cross has agreed to co-operate and conferences have been called to discuss the situation and propose relief measures. The solution of the problem, according to Surgeon General Cummings, lies not only in treatment for the malady but in relief from present agricultural and economic conditions.

The Public Health Service estimates that deaths number from 5 to 10 per cent.

Dr. John J. Tigert, the recently appointed U. S. Commissioner of Education deplores the illiteracy among Americans. America, he declares, is the only great nation in which there is not a high degree of literacy. Records show that one man out of four in the American Army could neither read nor write. The German Army had one illiterate in 5000. The enforcement of the compulsory education laws is needed to help solve this problem.

General Charles G. Dawes has been appointed Director of the Government Budget and has begun a campaign to cut down unnecessary expense in the Government departments. A recent mass meeting of all Government employees was called in Washington, at which General Dawes received the pledge of all bureau chiefs to aid the nation, by cutting down expenses and reducing taxation through greater efficiency in the Government service.

LABOR

The railroads are now employing more men, since the recent wage scale reductions have been put into operation. Long delayed additions and betterments are now being made. Substantial increases in the number of employees for the New York Central, Pennsylvania, Seaboard Air Line, Erie, Lackawanna and other roads are reported. The Interborough Rapid Transit Company employees, numbering 15,000, voted to accept a wage reduction of 10 per cent beginning July 24th. The total savings from this reduction are estimated to approximate $3,500,000 annually. The example of these men should be followed by labor in general and the readjustment cycle will be hurried to a close sooner than under ordinary conditions.

The railroads are expected to reduce the salaries of all highly paid officials, as well as other employees. The total savings from the reductions of officials' salaries is estimated at $5,000,000 annually.

We have repeatedly pointed out that labor must make its share of the sacrifice necessary to complete the readjustment cycle.

FINANCIAL

The rate on call loans was reduced to 3 3/4 per cent on July 28th. This was the lowest rate for such loans since the middle of August, 1919. The reserve ratio of the New York Federal Reserve Bank rose from 70 to 70 3/4 per cent and the whole system's percentage rose from 62 1/4 to 63 3/4; both percentages were the highest since 1917. The first week in August showed the lowest volume of loans to brokers for carrying stocks in eight years.

During the fiscal year ending June 30th the Government retired $73,959,300 of Liberty Bonds from payments received from foreign Governments.

The public debt was reduced $206,000,000 in July, the total debt being now $22,771,000,000.

The income tax returns for 1919, which is the last year that complete returns have been checked, show total payments of $141,908,269 over those of 1918. New York, Pennsylvania and Illinois lead all other states in amounts paid in income taxes. The total tax paid was 31 1/4 per cent of all taxes paid to the Government. There were 65 returns of $1,000,000 or more. The average net income per return was $3,724.05. The average amount of tax was $238.08 and the average tax rate 6.39 per cent.

The Times Analyst states that the U. S. dollar is now worth 69 cents. It will, therefore, purchase 69 per cent of what it bought in 1914. The comparative purchasing power of the American dollar in other countries is as follows: Sweden .54; Germany $1.26; France .75; Belgium .61; Holland .44; Japan .55; Italy .68.

The illustrated chart, used by permission of the Times Analyst, shows the world value of the U. S. dollar.
OUR regular meeting was held Thursday evening July 14, 1921. Owing to Mr. Rutherford of the Bountiful store being on his vacation Mr. F. R. Payne presided as chairman. Lesson No. 4 was taken up at this meeting and there was plenty of ACTION.

Quite a little time was given to Question No. 2 and Question No. 4. Mrs. Hanger of the Murray store covered Question No. 2 so thoroughly that it was put to a vote to send her paper to *The Dynamo*. Mr. F. R. Payne of the Salt Lake store and Mr. J. B. Carpenter of the same store gave very interesting talks on health.

Owing to the hot weather it was decided not to hold our next meeting until the latter part of August. The following members covered questions of Lesson No. 4.

Question No. 1, Mr. Baldwin, Bountiful Store; Question No. 2, Mrs. Hanger, Murray Store; Question No. 2, Miss Johnson, Salt Lake City Store; Question No. 3, Mr. Swenson, Magna Store; Question No. 3, Miss Buttle, Salt Lake City Store; Question No. 4, Miss Bruderer, Salt Lake City Store; Question No. 4, Mr. Pascoe, Salt Lake City Store; Question No. 4, Mr. F. R. Payne, Salt Lake City Store; Question No. 5, Mr. Hartsock, Salt Lake City Store; Question No. 6, Mr. Cummings, Salt Lake City Store.

J. J. Daly, Secy.

TUCSON, ARIZONA

The associates of the J. C. Penney Company store No. 255 met Wednesday evening, July 14, 1921, for their regular meeting.

Short talks were given on topics such as Co-operation, Kindness, Faithfulness and Honesty.

An article from *The Dynamo* was read by Mrs. Hobbs which was very beneficial to all.

A question was asked by our Manager, Mr. Mansfield: Why we don’t sell every customer. This was answered by our President, Mr. Shepherd.

Dickinson, N. D.

A MEETING of the Better Service Club was called to order on July 12, 1921, by Mr. B. O. Relvem, chairman. Minutes of the previous meeting were read and approved. A treasurer’s report was given.

Questions were read by Miss Laura Oukrop, Secretary, and general discussions followed.

Election of officers took place as follows: Miss Lydia Rabe, chairman; Mr. T. A. Oleson, vice-chairman; Miss Lillian Pavlick, secretary. The new officers took charge immediately.

The remaining time was given over to Lesson No. 4 of the Business Training Course.

Lillian Pavlick, Secy.

Downey and Preston, Idaho

RICHMOND, UTAH

The July meeting of the Downey, Preston and Richmond stores was held at Downey, Idaho, July 11th, with eighteen associates present, four from Richmond, nine from Preston and four from Downey.

Mr. C. W. Taylor acted as chairman. Mr. J. W. Groulage of the Richmond store led in prayer, after which a discussion of the fourth lesson of the Business Training Course ensued.

Mr. Groulage discussed the question: How would you develop Personality. He brought out the fact that we ourselves must develop our own personality. The spiritual, mental and the physical development must all be properly developed so that we may have a balanced personality. Character is what we really are; while reputation is only what others think we are.

Mr. J. Chatterton of the Preston store discussed part of the Question three: Why should self-control be especially developed in our Company. He told us that by exercising self-control we are able to set the right example to our customers. Mr. G. M. Mitchell added that if we can control ourselves we can make our efforts in our daily work, and especially when waiting on our customers, count for greater results. Mr. Larson brought out some essential factors in the building of our great Organization. Mr. Mitchell said that he thought that we owed ourselves a good healthy body. If we do not have it, we are to blame for it.

Mr. Taylor discussed Question five and brought out the fact that it is through the co-operation of our associates that we are able to get a better knowledge of our merchandise. Mr. V. J. Perry discussed Question six. He said: It is through the cultivation of the good habits and the elimination of the bad habits that we build our personalities.

It was decided the next joint meeting of the stores represented be held at the Richmond store on Aug. 3rd. Mr. Groulage was appointed Chairman for the next meeting. Motion was made that the people of the Malad and Grace store be invited to our next store meeting.

E. P. Allbee, Acting Secy.

Mandan, N. D.

On July 6th, the Beat Yesterday Club held its regular meeting with all members present except Miss Davis and Mr. Smith, who were away on vacation.

In the absence of Miss Davis, Mrs. Mohr was selected as Secretary pro tem. The evening was spent in a general discussion pertaining to the goods of the store.

Mr. Mohr read an article from *The Dynamo* written by Mr. DeMoss. The article was further discussed with much benefit to all.

Another picnic was suggested and was met with unanimous approval.

Margaret Mohr, Secy.

Window Display Results

In the columns of a recent issue of The New York paper appeared a rather interesting item of the sales of a notion article increasing 31 per cent in one week. This happened in one of the large chain stores, through the medium of window display. The week after the display was withdrawn sales still ran 7 per cent above normal.

Our stores handle that particular notion and many others. Possibly the per cent of increase is rather small in comparison to what our boys could effect in similar displays.
THE PRACTICE OF EFFICIENCY

WEBSTER says that efficiency is the power to produce the effect intended or competent power. If we are able to produce the effect intended with as little energy expended as possible, we are conserving our power for intelligent expansion.

If you use all your energy to perform the tasks before you, you will be unable to expand and become more efficient, for when your work is done for the day, with all energy gone, you are unable to study. It is only by study and thought that we become more efficient.

Too many of us can do one thing well and being efficient in that, we think we are efficient in everything. Thus we are unable to accept a suggestion which, if put into effect, might improve our efficiency a great deal.

To be efficient one must establish routine. As routine is a daily necessity the more we study it, the more we can improve it. Even this simple beginning (improving routine) produces firm results.

Some of these are the following:
1. If you know how to do a thing well you will be a success at that task.
2. Adopting the wisdom of others helps your own.
3. It pays to keep up to date, for the knowledge needed yesterday may not be what you will need for tomorrow.
4. Plan your work and work your plan.

If you do that you will accomplish an efficient day's work.

NERSERVANCE

Of all modern keys to success none more easily turns the tumbler of the lock of life than the efficient practice of Perseverance.

It is that faculty which gives us the power to accomplish a task without being turned aside by trivial difficulties.

It is the quality found in enthusiastic people. Once they see the possibilities of an enterprise or organization they allow nothing to turn them aside.

Some of the worst enemies of Perseverance are Indolence, Impatience, Discouragement and Lack of Confidence in one's self.

Not putting forth efficient effort, we succeed only in the easiest tasks. These require neither concentration, attention nor hard work.

Discouragement is a terrible drawback. When we come upon an obstacle, we cannot combat it with the right amount of energy if a discouraged frame of mind possesses us. But let Perseverance step in, we forge ahead and do the seemingly impossible with apparently little effort.

Lack of Confidence is caused by some past unfortunate experience. Let us reflect upon past failure only to acknowledge our mistake. Then let us start immediately to mend and strengthen that weakness so as to make us more efficient in the future.

Impatience is the direct opposite of Perseverance. Impatient people may be compared to the man who believes he can hurry the hatching of an egg by breaking the shell that protects it before the time of maturity arrives.

In other words Perseverance is one of our best friends and allies when used properly. It is the spirit of efficient progress.

Hanford, Calif.
Andrew M. Haynes

GET THE HABIT; DON'T LET THE HABIT GET YOU

The best and easiest way to kill a bad habit is to substitute a good one for it. Check yourself up now and then and see what kind of habits you have and are still forming. It will surprise you to know the many things you do habitually that you would not tolerate in others.

Dr. Marden tells us that success or failure is but a habit. To succeed one must cultivate the habit of thinking success. He also advises us to adopt and make our own the habits of cheerfulness, helpfulness and unselfishness.

Think what it would mean in our lives and in the lives of our associates if we would but cultivate the habit of cheerfulness to the degree that the many trivial things which now annoy us could be overlooked; taken with a smile instead of a frown. Think what it would mean to us if we possessed the habit of helpfulness and practised it in such a degree that in time of need our associates would turn to us to gather new strength to fight their battles, knowing that a genuine interest would be taken in their troubles and an earnest effort made to help them. Then picture to yourself what a miracle the habit of unselfishness would work in our lives, how much brighter the world would seem, how glad people would be to see us and what a great blessing we could be to them.

One could go on naming habits that would help us immeasurably to become better men and women. Do not overlook the habit of work and the habit of appreciation. What a blessing it would be if the habit of work were universal, if the habit of work were contagious, so that the drone instead of wasting precious hours in idleness would pitch in and do his share with the busy, happy men and women who are carrying the load.

Get the good habit. Don't let the bad habit get you.

Arkansas City, Kan.
John W. Freeland

THE GOSPEL OF WORK

BLESSED be work for it accomplishes the apparently impossible.

Whatever your station in life may be, work every minute of the day if you would do your duty well and be happy.

Can you think of anything worth while that has been achieved without work?

Think of our great men and women. They became great by working long days and nights. Many of them toiled the whole night through to accomplish a desired end.

Edison, it is said, sleeps four or five hours out of twenty-four and he is well past seventy, yet he never feels that he can allow himself more rest.

How does Mr. Penney accomplish his great success?

By work.

How do the Managers keep up 313 J. C. Penney Company Stores to their high status of efficiency?

By work.

Employees must realize that they are paid for work for every part of the day, for every minute in fact.

If we read about significant men we shall find that they won success through honest work.

The lesson for us from the lives of men who have made good, is simple: Work faithfully and believe that the reward will follow.

Hanford, Calif.

THE KEY OF LIFE

As I read Mr. Sam's article on The Spirit of Co-operation my paramount thought was that Love is the key to all life's problems; love for our work and for our fellow man.

Why should not love conquer all things and open up to us the real values of life? Was it not in Love that God created this glorious universe? Love is the rich, strong and vigorous expression of the whole Christian character.

To listen one of these summer mornings to nature's orchestra is to get a glimpse of the real joy of living. Think of this wonderful world with sunshine for all. Every heart is full of joy if we will only let it out, for God built his place in
the heart of man, not afar off in some unattainable realm.

Emerson says: In the mud and scum of things, there always, always, something sings.

Let us make it our cardinal purpose to be alert for the something that sings. Remember discouragement is sometimes the turning point of success. Of course, it depends upon our own attitude whether we take the road to success or to dismal failure.

To lose sight of ourselves and to consider what we can do for others is a wonderful way to adjust ourselves to circumstances. If we do this freely and spontaneously we shall realize that love has solved one of our problems.

Life is like a mirror. Give the best you have and the best will come back to you. No matter how small the act, it adds to the stream of consciousness. And after all, does not true greatness consist of being great in little things? Only the superfluous person fails to appreciate them.

It requires no argument, no hard thinking to see how easily life’s problems would be solved if we approach them through the door of Love, instead of by climbing the wall of the Impossible.

If we view with loving kindness Everything however small, We shall sense the joy of living For through love we conquer all.

MRS. JOUDIE D. CRABTREE
Escanaba, Mich.

PROSPERITY

Not one has said so much about Prosperity as Abraham Lincoln did in these few sentences:

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

Let not him who is houseless pull down the house of another, but let him work diligently and build one for himself. Thus by example assuring that his own shall be safe from violence when built.

THE EFFICIENT USE OF SPARE TIME

When one enters the mercantile life, one is firmly impressed with the fact that a man must study if he wishes to cope efficiently with responsibility.

The most precious time we possess is our spare time. While we are at work we should try to learn more about our business, the best way to keep the departments and their stock clean and inviting; how to present goods in the most attractive manner to the public. Every one of us should feel that we are united in furthering the development of a secure service rendering business.

If we use every spare moment we possess in hard concentrated study and every ounce of strength, we shall soon prepare ourselves to take care of various business problems as they arise. Study is man-building on a scientific basis and brings about better self organization of the individual. It permits the solving of problems in a logical and scientific way.

We must do our share of hard work in building this Organization. And furthermore, we must dedicate our spare hours to increasing our knowledge and skill, so as to take care of future responsibilities.

Lima, Ohio

JOHN R. GEISER

lights and lifts
from J. C. Penney Company
firesides

THE CALL HIGHER

RECENTLY the Associated Press gave out the following news item: “Lady Astor, at a luncheon given by the British Women’s Patriotic League to Mrs. Lloyd George and the wives of the Dominion Premiers replied to a toast. She said she had a profound admiration for the wives of the Imperial Prime Ministers.

“I admire them for what they have made their husbands,” she said, “and I commensurate with them for what they have had to do. I would like to be a Prime Minister’s wife because it would be a glorious chance for getting things done but it is one of the most difficult jobs in the world.”

“Prime Ministers rise to such dizzy heights that their wives are the only persons who can speak out flat to them. Never have there lived five less pompous men than our Prime Ministers and we must thank their wives for it. Their wives have kept them straight and told them not to be ridiculous.”

How nearly does the above apply to ourselves! I think we can all safely say that we have a profound admiration for the wives of the J. C. Penney Company men. Yes, and we admire them for what they have made their husbands and perhaps commensurate with them for some of the things they have had to do. We all like to be J. C. Penney Company men’s wives, because it is such a glorious chance for getting things done and we will all admit that our job is one of the most difficult jobs in the world.

We also hope that it can truly be said of us that we “kept them straight and told them not to be ridiculous.”

Not much difference between our jobs and that of a Prime Minister’s wife after all, is there?

And now, what about our call higher up! Your husband is expecting it, my husband is expecting it. We all are. But are we preparing for it? The higher call will not come until we have done our best with the task at hand, whether it be sweeping the basement, washing the windows, starting a new store or working in the New York Office. Only deeds well performed spell promotion.

You may think your task is not as important as your neighbor’s. You may even think it is beneath your dignity. But, however small it may seem to you, do your best, do it faithfully.

Your work and the manner in which you do it is the most important thing you have to do. In one store we find a man who can wash the windows in fifteen or twenty minutes and do it well. In another store we find a man who takes an hour to an hour and a half to do the same size windows. A little task you say. Yes, but what a tremendous advantage has the one man over the other. If we are to win in the battle for supremacy we have only one enemy to fight and that is ourselves. If we can come out victor over discouragement, over our love of ease, laziness, the pleasure of idle dreams and that other lazy habit—the habit of wishing, we are real soldiers.

We must fight hard against these enemies of ours. And husbands, whatever your fight, remember that by your side is your buddy, your pal, that wife whose faith in you has never faltered, who has never failed to step into the breach when the line broke, who has aided and cheered when your own courage failed. When the black little imps of despair have beat a retreat and you were almost ready to obey, that courageous wife has many times brought a shining host to your side whose crash of music drowned out the retreat and changed it to a triumphal Forward March.

MRS. B. A. BOOSTER

SEPTEMBER, 1921
SELF-SATISFACTION AND PROGRESS

At the end of a busy day, how many of us pat ourselves on the back and say: A wonderful day! and feel that we could not have done more had we been possessed of a double pair of hands. In fact, we feel satisfied with the results of the day's work.

Could we not have done more for the Organization and for ourselves?

The man who wraps up bundles in his mind instead of delivering the goods will not progress.

Do those who open the doors of the three hundred and thirteen J. C. Penney Company stores every morning close those doors with the same energy and loyalty in the evening?

A self-satisfied man who thinks himself so good that he is beyond help and who is a poor asset to the store may say:

This has been a bad day.

The customers were hard to serve.

We don't seem to have what is wanted; if we had it I could easily sell more.

I am glad today is over.

If one can see his own mistakes and try to learn all he can, the customers will be more easily handled and the work will be more interesting.

Remember, a dress or coat cannot talk.

It can but look its value. It is the salesman's duty to see the good points of the garment and to make them known to the customer.

The garment may have been seen in the window by a customer who is interested enough to try it on. If the sale does not close quickly, beware of your own discouraging thoughts.

You may tell yourself that you have studied the garment and the customer and you wonder what anyone else could do. Have you done the most important thing of all, studied yourself?

If you are busy studying all of these things, you will have no time for self-congratulation.

Some customers are trying and hard to please, but if you intend to stay in the retail business you will profit by remembering to give the customer the benefit of the doubt.

Some salesmen depend almost entirely on luck. It has been said: There ain't no such animal. The habit of depending on luck makes a man lazy and subject to moods.

Knowledge of self should precede knowledge of anything else.

After having watched a young salesman sell, wrap up and deliver five articles and the change to a customer; that is, having witnessed a closed sale, a clerk was heard to say: Is there anything else? The customer, naturally, replied—No.

Do not give the customer a chance to say—No.

It is a satisfaction to know, at the end of a day, that you have learned one new thing that may help you tomorrow.

St. Paul, Minn.  Glenn Myers

HAVE I DONE MY BEST?

I BEGAN my career as a dry goods salesman in a little town in the north of Ireland. My employer was a man who had risen from the ranks through hard work. He gave the best possible service and attention to his customers and naturally he expected everyone in his employ to work just as hard as he had.

It was hard for me to settle down at once on coming right out of school. I had been at work for about three months when one day my employer came to me and said:

You are not giving your work the interest you should and you are not doing your best in keeping up your stock. Remember, a stock well kept is half sold. If you do not know your stock, if you do not keep it in perfect condition you cannot give your customers the kind of service that is theirs by right.

Then I took stock of myself and asked myself this question:

Am I doing my best?

Then came the realization that I was not. After that I settled down to work and I did everything I could to learn the dry goods business from A to Z. It was hard, at first. When extra work came up I did not ask why it was given for me to do but I went ahead and did it. I took pride in my stock and in selling goods. When my employer asked me where a certain article was or if we had it in stock I was able to answer immediately, and I could lay my hand on the package or box in question. That was the first and only time my employer had to tell me I was not doing my best.

Doing one's best does not merely apply to keeping stock. It applies, as well, to waiting on customers. We know that customers are not all alike. Each one has to be waited on in a different manner. If a lady comes into the store and takes up a half hour or so of your time and goes out without making a purchase, it is only human nature to feel disappointed at not making a sale. But if you can honestly say to yourself that you did your very best, your time was not wasted, for you have given your customer service and attention which she will remember and which will bring her back. She may even become a life-long patron, for people will always trade where they are treated with courtesy and where they receive the best attention.

Once, in my career, I lost my temper with a customer. I never think upon that occasion but with regret, not because I was in the wrong but because I lost my temper. The lady in question brought back a piece of goods and claimed I had given her short measure. I remeasured the piece and found the measurement to be correct but I could not make her believe it. I took the matter up with the manager and had him measure it and he found it correct but still the customer doubted. I then offered to take it to the sealer of weights and measures but she would not listen to me. She had had it measured in another dry goods store and they said it was short. The result was we both lost our temper. The customer began to cry and left the store saying she would never purchase another article in it and she kept her word for about four months.

It was then that I happened to visit a certain church and at the end of the service, just as I was going out, someone touched me on the arm. I turned to find the lady in question. She shook hands and said she was glad to see me and hoped I would again visit her church. After that incident I made up my mind that if she should come to my department again I would give her the best attention I was capable of giving. Shortly after, she came in to look at some silk materials and I not only made her welcome but won her respect and confidence and made a good friend and customer for the store. Now, if I had done my best and avoided losing my temper the store would not have lost that customer's trading for those months.

This all goes to show that there is only one way to attain the highest results and that is by doing your very best at all times whether you are keeping stock or waiting on customers, for what is worth doing at all is worth doing well.

Warren, Pa.  R. Crawford

YOUR RESPONSIBILITY

A MAN without responsibility is an uncertain quantity. Men of the J. C. Penney Company: Do you fully realize how great is your responsibility? Can you cheerfully say: I will do my share at all times and under all conditions?

The great plan and successful progress of our Company can be likened to a long distance relay race. Each man of the team keeps on to the end of the distance allotted to him, even though the running may be brain-fatiguing and muscle-
tiring. Should he fail to make the time expected of him, the other men of his team would have to make up the time he has lost if they won the race.

Are we doing our share of the windowwashing, freight handling, etc., or are we letting George Do It? Are we using all of our energy and talents in helping to increase the sales of our store, or are we just Getting By? Are we always waiting for the Manager to tell us what to do and how to do it or do we see the things that need attention and do them? Are we particular about getting to the store at opening time, or do we think: Oh, well, if I am not there on time George will open the store? Do we speak a helpful word to a co-worker or do we think: Let him learn by hard experience like I did? Are we not responsible for the success of our fellow workers in this great race for achievement?

Let us not feel that our Company could not operate without us, but that they can not succeed without our close co-operation and loyalty, individually and collectively.

Have you noticed how the new man watches and listens, to see and hear just what are the J. C. Penney Company ways of selling and handling merchandise? How great is our responsibility at this time and also how great our opportunity. How careful we should be to start the new man right, for he is there to learn and the manager and the men older in the work are his teachers. If we tell him the merchandising methods of the Company enthusiastically and with a spirit of loyalty, we are making good our responsibility to him and to the Company.

Let us watch our step and keep everlastingly at it, not alone, but hand in hand with our co-workers to that end which means success.

Napa, Calif.  
A. H. Wilson

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**just between Managers**

Mr. B. Ginner  
Care J. C. Penney Company  
My Dear Bud:

I have your letter of last Wednesday and I am now ready to hand you a reply.

So you think I am getting a little stale and that it is about time I dig up a new idea or two. Seems to me Bud that a young head like yours, supposed to be in the best of working order, ought to be the one to spring a new thought.

Since you have failed to come through I am going to hand you one right from the zone of achievement. I do not claim that this is a new one. Neither is it original with me. But I know you are not using it and I know it has worked and that it can be made to work in your store or in any one in the J. C. Penney Company Chain. Perhaps some of the boys are using it but I got it direct from my old friend Jim Blake.

You've heard me speak of Blake. He used to work for Cash and Hustler when I was with them in 1901. Later he got into business for himself in one of those wonderful little towns out in Iowa. Jim was no slouch and his head always worked overtime. He built up a truly wonderful business and has laid away a nice surplus in bonds and mortgages. Last August he sold his business on the peak of the market at 105 cents on the dollar and now he is in California for a genuine holiday.

In relating some of his business building experiences Jim mentioned this plan as one of the most successful used in his store. On the shelf in the corset department he had a small indexed card file. In this he kept the names of all his corset customers with the size and style of corset sold her. This card was filled out when the customer bought her first corset after the system was adopted. Mrs. Blake, who had charge of that department, explained to the customer that if at any time she wanted a corset and was unable to come in herself she could send in by a neighbor or friend husband and be sure of getting just the style and size she wanted. On occasions when styles changed or a lot of new goods came in Blake would get up a nice typewritten letter to all these customers and Mrs. Blake would sign them. Every woman whose name was in that file knew that Mrs. Blake had a personal interest in her welfare.

But Jim didn't stop with the corset department. He had another of these files in the Shoe section. On these he had the sizes of Mr. and Mrs. Farmers' shoes and the proper size for each of the little Farmers and when they outgrew the size he changed the card accordingly. There was another file in the Men's Furnishings and Clothing. On these were recorded the size of all the men customers' coats, trousers, overalls, shirt and collar and even gloves. If Mrs. Ames came in at Christmas time and Blake suggested gloves and Mrs. Ames said:

Oh! but I don't know his size, Blake would say:

I have it right here.

Out would come the index file and Mrs. Ames would buy a pair of gloves that she knew would fit and that Blake knew would stay sold after Christmas.

Now Bud it seems to me that here is an idea that would be a big business builder in the smallest stores and one that the various department heads could use to big advantage in the larger ones. Not everyone Bud, can have the trained memory that enables him to recall the name of each and every customer he has waited upon to say nothing of the size of his hat or shoes. But the card file won't forget. Jim Blake made it work.

Can you Bud?

With kindest regards,

O. Timer

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

Your letter certainly stirred the gray matter in my cranium; I can see what a wonderful asset a list like the one you describe would be. I certainly believe it is worth trying out. What you might call intensive cultivation, eh, Old Timer?

Now let me ask you, Old Timer, wouldn't this be a good place to start some of our young ladies in the practice of the teaching along service lines that they are getting through the Business Training Course? I think so and we are starting our card system in the corset department tomorrow. Can you spring another new one?

Yours very sincerely,

B. Ginner

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**THE THRIFT OF TIME**

An old proverb tells us—Time is Money. Time is more, it is the inexplicable raw material of everything. Time is the most precious of possessions. No one can take it away from you and though often wasted, it is never witheld. Its right use brings the advancement you are striving for to a thrilling reality. Who of us manages the Spending Department of our daily life as we should? We say: I shall do that when I have more time. We never shall have more time. We always have all the time there is.

The man who devotes an hour and a half every other evening to conscientious study for the cultivation of the mind has transformed that time we ordinarily call Leisure Time into an asset in his work. The working hours in the J. C. Penney Company are longer than in the average business. Conservation of these working hours is man's best earning asset. Therefore, education and experience, plus time wisely spent, fix the true earning power of every individual.
Educational

WHAT I EXPECT TO PROFIT BY OUR EDUCATIONAL COURSE

MOST of us figure profits in dollars and cents. But there are other things to be considered which also bring their great profits. If we are not thoroughly trained to meet business problems that may confront us we cannot expect to be successful business men.

Before coming with the J. C. Penney Company I was employed by a company operating a small chain of stores throughout Iowa and Missouri. With this company we were not taught the Fundamental Principles of business as the J. C. Penney Company teaches us.

The only teaching we received was through actual experience. This is a wonderful teacher, for without it one would be handicapped in the business world. But there are many things that cannot be acquired by experience alone but must be taught us by others who are capable of teaching. That is what the J. C. Penney Company is doing for us in the Business Training Course, employing the best instructors to prepare the work for us.

It is the aim of every ambitious man that joins this Company to become, some day, a Manager and Partner. But before a man can become a successful Manager he must understand the Fundamental Principles of business and be able to teach them to his associates.

Therefore, we should put forth every effort to profit as much as possible from the Lessons of the Business Training Course that are being prepared for us. The saleswomen as well as the men can profit from this Course if they will give it study. It teaches us how to sell merchandise more intelligently and makes us worth more to the J. C. Penney Company, for our worth depends on the service we render and the goods we sell.

At least thirty minutes a day should be set aside for a study period in order to get the most out of this Course. It is impossible to profit by it if we are not willing to devote a regularly assigned time to study.

With the fruits of a study period added to the experience of everyday business, we have one of the greatest opportunities to learn to be efficient salespersons. We shall be able to talk more intelligently about merchandise and increase our sales.

Being able to approach a customer and show merchandise in the proper way at once pleases the customer and means more sales for the store.

The Business Training Course saves one from being just a bundle wrapper, and helps us to become efficient salespeople.

I regard this Course as a wonderful opportunity.

Huron, S. D.  
H. F. JORGENSEN

EDUCATION AND INDIVIDUAL TRAINING

INDIVIDUAL education and training has been going on for years. Never in the history of the world has this been thought of as it is today. Every day we see about us the need for individual development. Business men, who yesterday thought little of individual education and development, are convinced that a man must be developed to insure his success in business as well as in his every day life.

A man may possess what is termed a good education, but if his education does not go deeper into his very soul and unless he has formed good habits he is a failure. Man must first be willing to seek and accept knowledge through education and training and thus become skilled in his vocation. But to do this he must submit himself to the experience of others. He must realize his need of being trained, for a man cannot be trained against his own will. If men would try to build themselves to a higher plane of life, how much more advanced might we be in business and private life.

I say again, a man must see the importance of a more thorough training and be willing to submit to other ideas than his own before he can be successfully trained on any particular line. Then again, there is no need trying to train a man to be a merchant, if that man would rather be a mechanic, lawyer or minister. Every man should first love the work for which he is training; only then will he make a success in his undertaking.

I thoroughly believe in a man having a good education, if it is the right kind of education. But just head education without character training and spiritual unfolding is certainly not the best.

Much money and time have been spent for personal development during the last few years, for fine schools and church buildings but today there is not a denomination in America that has enough ministers to supply all its pulpits, nor have we enough teachers for our schools, to say nothing of the great army of missionaries needed to educate and instruct open minds in far off lands. What is needed today is such education, together with man training, that reaches down in the soul of a man, and gives him some conception of the real ability and some respect for himself and the world in which he lives. We live not wholly unto ourselves.

What is man that thou art mindful of him?

Life after all is measured by what we can do for others. That we may share the happiness of those made just a little bit happier by our kindness should be our purpose.

To do this we must be trained to live clean and honest lives.

Bisbee, Arizona  
CHAS. DELLINGER

GIVING ONESELF

LOYALTY to one's organization, institution or country is the making of that organization, institution or country a part of oneself; getting it under the skin, so to speak; believing that what is true for you in your own private heart is true for it.

One morning, several years ago, in a Western town, an executive of our Company was hurrying to catch an early train and, passing the J. C. Penney Company Store, he saw the Manager, the only man on the street, washing the store windows. The Manager didn't know the traveller was from New York. It made no particular difference to him, for the windows needed washing and so he was doing it. That man had the J. C. Penney Company under his skin. Washing windows was just as necessary to him as washing his own face.

Loyal people are big hearted people, because they never stop to consider the immediate benefit to themselves. They do things because they would not feel easy if they did not do them.

Loyal people are not looking for rewards, they have not the Give-me-credit-for-it attitude that swallows up the act because the bigger compensation of happiness in their work and gratification over the results accomplished are theirs to keep; no one can take them away because they are a part of the act.

Your eyes do not ask a reward as they see for you, neither do your ears for
hearing. When you become eyes, ears, nose, mouth, fingers and toes for an organization, that is being loyal. You have made the company yours; things will gravitate your way. And the law of gravity is a steady never-ceasing pull.

Wrapped up with loyalty are enthusiasm, love of work, unselfish co-operation, companionship, happiness—a full life which, like a clear spring that fills its basin and overflows, runs out into the world beyond its source and blesses all whom it encounters.

New York Office  W. G. BAUMAN

TEN FAMILIAR NAMES AND HOW THEY ORIGINATED

1. Muslin  6. Ulster
2. Calico  7. Plush
3. Velvet  8. Alpaca
4. Percale  9. Chambray
5. Pongee  10. Cheviot

1. Muslin. The word is derived from Mosul, a town of Mesopotamia in Asia, where in early history there was considerable manufacture of muslins of the greatest beauty.

2. Calico. The word has been spelled in various ways, including Calecut which shows its derivation from the India city of Calicut or Kolikod, a seaport of Madras, where Calico was once made in large quantities.

3. Velvet. This name has appeared in many forms: Velos, Villosus, Vellutum, Velus and Veluti, each of which refers to a fabric covered with soft pile or nap.

4. Percale. From the French word Perkal, a term signifying chambric muslin or cotton cambric as distinguished from linen cambric. The word Percale is of Hindoo origin, meaning a very fine cloth.

5. Pongee. From the Chinese word punk ki meaning own loom and pun chi meaning own weaving, signifying that the piece of silk was woven in the home.

6. Ulster. This material takes its name from Ulster, Ireland, where this style of overcoats were first made of frieze cloth.

7. Plush. A term derived from the Latin Pilus, hair, from the fact that when plush was first manufactured, in the Sixteenth Century, it was made with a worsted foundation and a pile of goat's hair or mohair.

8. Alpaca. The name of an animal of the Llamo species in Peru, from whose wooly hair the fabric is woven.

9. Chambray. From the name of the French town Cambrai, where plain woven gingham was first manufactured.

10. Cheviot. Referring to the sheep from whose wool the fabric is woven. The sheep were first bred in the Cheviot Hills, England.

New York Office  HENRY C. EHMAN

THE REAL VALUE OF A GOOD BOOK

The message of the right book to a receptive soul is like the music of a master performer who awakens in our

mind and spirit a symphony that we little realized slumbered there.

The trouble with some of us is that we do not keep ourselves in tune with the real and the true. We do not rise high enough to appreciate the great gifts of life—good books among them. It need not be a full appreciation but enough to testify to our interest; enough for the tap root to sink itself. Then the hunger for growth follows.

Over the door of the reading room in the New York Public Library are these words:

A good book is the precious life blood of a master spirit, embalmed and treasured up on purpose to a life beyond life.

The treasures of the master minds of the past are ours when we become strong enough to take them as Theseus did. It was through constant daily exercise that he was finally able to roll the rock away. Thus he proved his worthiness to carry his father's sword which lay beneath it. We must pay the price. But once paid no usurer ever received greater interest than that which is ours for the rest of our lives. As the daily exercise prepared Theseus for his ultimate test, so the constant reading of good literature builds character and prepares us for the full appreciation of the best.

A good book will break up for us the white light of commonplace life into the beautiful prismatic colors of the rainbow. Life for all of us is made up of commonplace occurrences and the happy ones are those who see the rainbows.

We can live without reading good books. Many of us do. But doesn't that throw us back upon the primitive type of learning? We move by the ox cart method of experience instead of gripping the opportunity that lies in the express train service of other men's stores of experience. By the personal experience method we are apt to arrive at that satisfying depth of enjoyment at a time when our days are almost over. Why not arrive before we grow too old? The Fountain of Youth flows in all good books. Why not learn to drink of it early in life?

If, while at your dinner table tonight, your neighbor came in and said that Mr. Gary, Mr. Schwab and Mr. Rockefeller were sitting out on your doorstep, that they had a little proposition they wanted to present to you but didn't want to ring the bell for fear that they would trouble you at your meal—would you have them wait while you ate the rest of your pork and beans? Even better than having a visit at your own convenience with the world's great financial men, are good books, for in them you have the quintessence of the world's best minds from the years of the past and present. You do not see these men in their chance moods but at their best. They do not come to you at an inconvenient time but whenever you choose and wherever it suits you.

Marshall Foch said that the teachings of Napoleon, through the books written of him, had a great influence in the winning of the World War. Think of Napoleon fighting alongside of our Doughboys in France. The Army of the World's Best Minds of the deep hard earned past and the light of the present is at your command.

They don't want to ring the bell for fear they might disturb you at your pork and beans. Will you have them wait?

New York Office  W. G. BAUMAN

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 Company. 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

J. M. JACOB associated himself with our Organization at Walla Walla, Washington, on March 1, 1917. He was appointed Manager of the Walla Walla store in January, 1921.

Mr. Jacobs writes us that the winning influence of a smile accompanied by Thank You, call again please! has made many new friends for the Walla Walla store. He appreciates the fine co-operative spirit of all his associates.

SEPTEMBER, 1921
Talk of the Stores

ORGANIZATION

DID you ever observe a customer step into the store dressed in the height of fashion as to suit, hat, gloves, shirt, collar and tie, and on closer inspection find that he was wearing a pair of unpolished old shoes run down at the heel? Did you? Well you know the impression he left on you.

Have you ever gone into a home and found the living room, dining room, bedrooms and bath all furnished in a fashionable way, while the kitchen is an untidy place with things scattered everywhere? What impression did it make upon you?

You will find these examples as true in business as in life. Consider the impression customers get when they enter your store. Suppose they find everything ship shape until they come to a department that is not kept as neat and clean as it should be. They immediately discount the impressions they received before they came to this department and the good effect that should have been permanent is all but lost.

You, no doubt, have analyzed different businesses to determine what it is that makes them a success, a failure, or just a "get by." In your analysis you have found the business with a good salesforce, the right merchandise, and a good demand; you have found the business with a good salesforce, the wrong merchandise, and a good demand; you have found the business with a poor salesforce, the right merchandise and a good demand. By a little study and correct application, the defective principle in these problems can be organized and a well-balanced business can be established.

You all know the man who works every minute of the time he is on the job, and, at the end of the day can show very little accomplished. It is not the amount of work one puts into his job, but the results he can show that count; a little system injected into work would make one an efficient man. This holds true of the man's attire. Put a good pair of clean shoes on him and you have a well dressed man. Clean up the kitchen of the home you went into and you have a model home. Create a demand for your merchandise, buy the right merchandise at the right time, add a good salesforce to your business, and you will find yourself hand in hand with success.

Remember—the better your principles work together and the closer they are related, the bigger the success you will have.

Bartlesville, Okla. J. C. CERNY

THE BLESSINGS OF WORK

Work is a human necessity. Work is absolutely required in any line of progress, be it moral, mental, physical, social, political or financial. The best of human qualities, if not developed by work, would soon run the whole human race into the ditch. Without work men would become self indulgent and then self condemned. Life, without work, would be a changeless monotony, a miserable series of stretches, gaps and groans.

Work itself is a blessing and to be able to work is still a greater blessing.

Lima, Ohio. J. R. GEISER

TIME WISELY USED

Our Government Loan Organization is sending out some most valuable information relative to the importance of production, economy and the wise investment of one's savings. The Dynamo Office has recently received one of the most suggestive preachers thus far issued by that Organization, and we pass its contents along to our Readers:

"You are Master of your own Destiny and you should know what your chances are for success. For example: 100 men, at the age of 25, started out, all self-supporting with good prospects.

Forty Years Later

fifty-four are in the poorhouse, or totally dependent upon the charity of others; thirty-six are dead; six are still working for a living, three are well-to-do and one is rich ."

The saddest part in the above analysis is the fact that fifty-four, the majority of the one hundred, are in the poor-house; that thirty-six are dead is a fact based upon the scientific investigation of life insurance Companies. The six still working are, doubtless, enjoying fair health, the three have an abundance upon which to live and the one is rich.

Toward which one of the divisions the Writer and the Reader are headed merits serious thought. Perhaps the practice of industry and some strict economy in the earlier years may result in more personal comforts and helpfulness to others in the later years of life. Anyway, I believe it is worth trying.

OUTFIT AND INFIT

Some time ago these two words were brought to my attention and I wondered if in some way I could apply them to our stores.

Let us take the first word—Outfit. This refers to the appearance of our stores in general, of the front, the attractiveness of the interior with its well kept stock and neatly trimmed ledges. Then comes—Infit, the manager and the salesman.

Your Outfit may be the best in town, the best that money and good judgment can make it. Your stock may be kept well; your merchandise may be attractively displayed but if you have not the Infit to back it up, your store sooner or later will fail. Why? Because the Infit is not on its toes and wide awake enough to back up the first impression the customer receives when he enters the store.

On the other hand your Outfit may be modest, but if you have a good live wire Infit, your store will go ahead. Why? Because all of us are human and like to do our shopping where we are treated with humor, kindness and courtesy and where shopping is a pleasure.

Let me give you an example. A customer entered a leading dry goods store

Show Card Writing

CORRESPONDENCE COURSE

The Educational Department has entered into a special arrangement, for a short time, with the Koester School, to offer to our Associates a complete Correspondence Course in Show Card Writing, at the SPECIAL RATE of $20. All necessary equipment and material are included with the Course.

Full details may be found on Page 22 of the August issue of THE DYNAMO.

SEPTEMBER, 1921
We should try to start each morning With a bright and happy smile, And strive before the evening, To do something that’s worth while; We should say some word in passing That shall cheer sad hearts along And we’ll find that by so doing Our own hearts are filled with song.

It seems to me the best place In the world to make folks glad Is the corner that we live in. Think of all the chance we’ve had! Just see the folks we’re meeting ‘Cross the counter every day, You can give them all a greeting That will cause each one to say:

“I just love to go to Penney’s Don’t you find it nice in there? They always seem so friendly— And have lots of time to spare Just to make a person happy And to show one what is new, They make you feel more welcome Than the other places do.”

Anacortes, Wash. AMY SUMNER

EFFICIENT SALESMANSHIP

To reach the highest degree of efficiency, one must specialize. To reach the lowest cost of production, one must produce volume.

It is upon these principles that our Organization has laid its foundation and built its wonderful system. Our Company is, in fact, a group of men specializing in efficiency.

We find our executive heads classified into various departments, the heads of these departments specializing in their work.

It is with no small degree of appreciation that I am proud to call myself a small link in this great chain, for I am a part of the force that pulls the load—the Sales Force. For after all is said and done, we are the power behind the throne.

The success of this Organization depends almost solely upon the ability of its sales people to sell its merchandise. It makes no difference how advantageously our buyers may purchase merchandise, it does not realize a profit until sold.

So, though individually we are a very small link in the chain, collectively we are entrusted with a great responsibility and we must not fail to pull the load to prove efficient.

Therefore, to be a success in this Organization, it is of vital necessity that we catch the J. C. Penney Company spirit and realize upon it. Since it is our principal duty to sell merchandise, we need to grasp the principle and to specialize on selling, to strive for efficiency in salesmanship.

J. C. Penney Company salesmanship is the ability to make profitable sales. The qualifications necessary to a J. C. Penney Company salesman are: a clean mind, a nature that is morally straight; a good appearance, the persevering habit, tact, enthusiasm, an accurate knowledge of merchandise. There are no fixed rules for successful selling in this Organization. It is not so much the man who is most clever but, usually, the man who works the hardest and most persistently, that succeeds in the race. If you possess these requirements, you are a well balanced man; if you work conscientiously and persistently with both brain and hand, the J. C. Penney Company will develop you into a high powered individual.

It makes no difference how discouraged you may sometimes feel. Strive with renewed energy. Study the system and yourself. The seeming failure lies in yourself and not in the system. Work constantly and continually for efficiency in every detail, monotonous though it may seem.

It is said that Thomas A. Edison was once an incompetent telegrapher and was sent from station to station, failing in each case. Once he allowed a train to run by his station contrary to orders and a collision was averted only by the merest chance. He did not concentrate upon his work. At last he became keenly aware of his fault and conquered it, becoming not only wonderfully efficient as a telegrapher but the inventor of one of its most marvelous improvements—multiple telegraphy.

So it may be with us. Patience and perseverance will work the splendid transformation. My slogan is: Purpose for leadership.

A BIT O’ LEAVEN

It just takes a wee bit o’ leaven To make the whole loaf light, It takes just a little sunshine To make the whole day bright— A happy smile in the morning, Even though the clouds are grey, With a hearty word of greeting— Brings you happiness all day

It takes such a little souring To sour all the dough, And only a little grousing To spoil a day, you know; Just one little peevish answer, When there’s something asked of you, Is like a cloud that keeps the sun From shining through the blue.

C. N. CHAPPELL first started with the Company at McCook, Nebr., on March 29, 1916, remaining there until April 22, 1918, when he was transferred to Sterling, Colo. On July 23, 1920 he became Manager of the Cokeville, Wyo., store.

Mr. Chappell writes that the Cokeville store being in the smallest of the towns in which our stores are located, has adopted the slogan: We are making the most of all we have.

to make a purchase. Some of the sales force were standing together talking loudly to one another. They paid no attention whatever. Others were doing crocheting and fancy work and had no time to spend on customers. The men were at the other end of the store talking as busily if not more so than the girls. The customer after walking almost the entire length of the store, seeing that nobody cared whether she was waited on or not, walked out and came to our store where she says she was made welcome as soon as she stepped inside the door. They had the Outfit, one of the best in town, but failed to have the Infit to back it up. Our Outfit is good and our Infit was on the job. Where they lost a customer, we gained one.

Warren, Pa. ROBERT CRAWFORD

JAMES T. MAHAN became associated with our Organization in American Fork, Utah, on May 1, 1918; he was transferred to the Rawlins, Wyo., store January 11, 1920; then he became Manager of the Rawlins store on August 1, 1920.

Mr. Mahan writes that the Rawlins store boys and girls are trying to sell a profit bearing article with every leader and when the curtain falls for 1921, the New York Office will find that Rawlins has been selling lots of merchandise other than overalls and work shirts.
As for the rest of the office work, a well arranged daily routine is most important. Where there are so many details, to try to proceed without a specifically worked out daily plan is apt to result in confusion. One must find a definite time to keep the daily records such as clerks' sales, the cash book, etc., a time each day to copy invoices, a time to make up the deposit, a time for dictation and letter writing and filing. If the routine is carried out faithfully, not every other day, but every day, the stock will be well kept in the office and better service will be the result.

A great deal is said about loving your work. But loving your work is impossible when you cannot conquer it or when it is impossible to do everything that is supposed to be done during the day. Therefore, the all important thing for the office is Routine.

_Huron, South Dakota_  
ADELE BABBITT

**DEMAND FOR SHOW CARD INKS**

A strong demand for show card inks is being experienced by ink manufacturers in orders now being placed by retailers. The augmented demand for show card inks evidently comes from the more liberal use of show cards in window and store displays, being an effort on the part of merchants to attract business. The public are now shopping and comparing prices. Show cards are of assistance to them in their tour of the shopping centers.

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**Mail Bag**

I wish to thank you for these Lessons and the many benefits they have brought me. As I have had very little education I certainly appreciate the knowledge I am obtaining and the corrections given my work. I will try my best to be such a scholar that you will not be ashamed to say you have taught me.

The corrections you are making on our papers are doing us a world of good and I think that, more than any one thing is an incentive to do EACH PAPER BETTER. I know it is so in my own case. For years I have had a habit of starting many of the words, even in the middle of a sentence, with a capital letter and I have never given the matter any particular thought till I began to get a good many spots of red ink on my papers.

I feel that I am getting results from the Business Training Course which our Board of Directors has made possible for us. I also feel that some of our associates do not appreciate what good it will do them in the future, and the great expense this Course is to the Company, without a single cent of cost to them.

I have for a year been teaching the Sheldon Course in the store with excellent results. Therefore, our Man Building has been going on for some time now. We have school every Monday night—ladies included—and nothing but class room ethics prevail. Social, teas, funny stories and personal comments are tabooed; we simply study the Science of Business as was, is and should be. We welcome your additional work and while it may tax us to get both, the boys are equal to the occasion.

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_Charles Melgaard_ first entered the employ of our Company at Marshfield, Oregon, on March 10, 1915, and in July was transferred to Roseburg, Oregon. He was later transferred to Williston, N. D., and opened the Antigo, Wisc., store on April 28, 1920.

Mr. Melgaard states that Store No. 264 will do its full share and more to make a good showing for 1921.

I believe in this Company and its system. I can see a great opportunity in this rapidly growing Institution. The surest way, then, of becoming a leader is to have a purpose, to think it through and start out upon its accomplishment.

_Nephi, Utah_  
EDWARD MILLER

**IMPORTANCE OF OFFICE ROUTINE**

We have all talked more or less about stockkeeping. Now one may scarcely call office work stockkeeping but it is similar in many particulars. For instance, just as the salespeople must keep their stock carefully and well, in order to give the utmost service, so must everything in the office be at one's finger tips so there shall be no hitches. For hitches in the office cause hitches on the floor. For example, if change isn't made promptly and correctly, it causes great confusion and makes a bad impression on the customers. Of course, the salespeople have to do their part to make this successful, by making out tickets properly and never sending more than two tickets in a carrier. Even then, I think, time would be saved if each ticket were sent up separately.

Another thing that is very important, to the people who check in merchandise, is to have the copies of orders properly filed and invoices well taken care of. This again saves many valuable minutes, if properly done. The ideal way to work this out is to make it one person's business, for a half day at least, to work up the orders on the buying records, by months and departments; to see that they are properly filed and to make out the Daily Merchandise Report. These things go hand in hand. Working it this way one has the whole thing at one's finger tips.
BIRTHS

Mr. and Mrs. Fred O. Wilson are the proud parents of a baby girl, Helen Katherine, born July 29th. Mr. Wilson is associated with the Dimuba, Calif. store.

Born to Mr. and Mrs. Burch L. Woodmansee on May 31st, a seven pound baby girl, Jo Ann. Mr. Woodmansee is one of the boys in the Hilyard, Wash. store.

There was an eight pound daughter, Eleanor Jeanne, born to Mr. and Mrs. E. R. Keefe, on July 25th. Mr. Keefe is our Manager at the Astoria, Oregon store.

MARRIAGES

Miss Ruth Laughnan, the efficient saleslady of the Dickinson, N. D. store, was married to Mr. A. J. Pavlick, on June 29th. Mrs. Pavlick will continue for a while at the store before taking up housekeeping.

Mr. Roy Edward Feeder, of the Sandpoint, Idaho store, announces his marriage to Miss Ethel Margaret LaFave, on July 18th.

Mr. F. V. Seabridge was quietly married to Miss Audry Miller, at San Diego, Calif., on May 1st. Mr. Seabridge is one of the boys of the Nogales, Ariz. store, and Mrs. Seabridge the charming sister of Mr. James A. Miller of the Miami, Ariz. store.

SALES

Sales for the month of July, 1920. $3,276,910.41
Sales for the month of July, 1921. 3,289,996.65
equivalent to a gain of 0.40 per cent.

The following stores show a gain of 50 per cent or more over July 1920:

Stockton, Cal. 140 per cent
Muskegon, Mich. 120
Elgin, Ill. 120
Falls City, Nebr. 106 1/2
St. Joseph, Mo. 98 1/2
Hamilton, O. 80
Fresno, Cal. 78 1/2
Kirkville, Mo. 76 1/2
Joplin, Mo. 73
Sedalia, Mo. 71
San Antonio, Tex. 64
Oakland, Cal. 62 1/2
Kankakee, Ill. 62 1/2
Maryville, Mo. 56
Portland, Ore. 53 1/2
Connersville, Ind. 54
Anaheim, Cal. 52 1/2
Huntington, Ind. 52

New York Office Doings

IT is with a great deal of pleasure that we announce the following additions to the staff of the New York Office:

Mrs. Bolger, who is associated with Mr. Pfister in Dept. E., buyer of infants' wear; Mrs. Brett, Advertising Department; Mr. Geo. Vick, who is assisting Mr. McKee in the purchasing of merchandise for Department C.

In these days of peace and quiet, one hears very little, if at all, of heroic deeds. An incident, in which one of the boys of our Shipping Department had a part, was called to our attention and deserves mention.

It appears that while Mr. Charles Koehler was standing on a very crowded platform of the B. R. T. system, a lady standing next to him was thrown off her balance by the crowd behind her and fell between two cars of a train which was just pulling into the station. With great presence of mind Mr. Koehler caught the lady and pulled her up to the platform again at the risk of his own life. We are certainly proud to have him in our midst.

Another incident, which, incidentally, one of the boys from the Shipping Department was concerned, occurred on July 28th. On that day Mr. "Marty" Lennon took Miss Hazel Smith to a minister and thence to Rockaway Point for a few days' honeymoon. Mr. Wm. McKeon, of Dept. E., was the best man and helped throw the shoes. We wish Mr. and Mrs. Lennon every happiness.

Our Vice-President and Comptroller, Mr. Geo. H. Bushnell, is spending a well-earned vacation at one of Minnesota's famous lakes. Mr. -Bushnell's favorite sport is fishing and, from all reports, there is no sport in it for the fish. The boys of the Accounting and Billing Departments all miss the cheery "Good Night, Boys" it was Mr. Bushnell's custom to give them every evening and will be glad to see him back.

Roswell Penney, son of Mr. J. C. Penney, has been working in the Shipping Department for quite a few weeks. We interviewed him recently, while he was packing some ready-to-wear, and learned that he was enjoying his work immensely. We shall be sorry to lose him when school begins again.

Mr. Glen G. White has assumed the Directorship of the Advertising Department in addition to his other duties as Manager of the Real Estate and Maintenance Departments.

In a previous edition of THE DYNAMO, we announced the engagement of Mr. Coleson H. Frazee of the Real Estate Department. We also said that we hoped soon to announce his marriage. We are not quite ready to do this just yet, but we want to say that the ceremony will be performed possibly before the next edition of THE DYNAMO appears. Hence our haste to make this announcement. We intend, whenever we can, to give advance notice in such matters.

On August 13th our baseball team played a game at Sing Sing Prison, Ossining, N. Y. About one hundred of the boys from this office made the trip to Ossining in two large sightseeing buses.

Many of us went without lunch, still more of us helped push the buses up the inclines, and all of us did not get home until long after midnight. The sight, at the prison, was certainly a novelty: The gray walls, the huge iron bars, and the narrow, iron-barred cells and the towers in which the guards are stationed. Then there was the gallery of prisoners watching the game, the innocent appearance of a goodly number of them and our wonderment at the reason for their incarceration. Last, but not least, we knew we were coming out again the same day. We did.

New York Office

B. J. F.

JOSEPH P. KEARY
The Popular Chief Elevator Starter in the building housing our New York Office.
Business Training Course Students Attention

LESSONS V and VI are not being sent out this month because we wish all students to send in their papers for Lessons I, II, III and IV. Some have not yet sent in Lessons I and II but we wish to have these Lessons, as well as Lessons III and IV, from all students by October 1st. Please co-operate with the Educational Department and have all examination papers for the four Lessons in our hands as soon as possible.

TIME TO SPEED UP

NOW is vacation time and there is naturally a tendency to slow up in studies. A little sacrifice is needed to bring ourselves into line, so that we may catch up with the foremost students.

A goodly number have sent in papers for all four Lessons so far distributed but we want to present that solid front we spoke of last month and resume again on October 1st with Lessons V and VI. Let us forget the hot weather for one night in the week and get ahead with the Business Training Course. Salesmanship is something we are all interested in, for it is our business to sell goods. Lessons III and IV are full of good salesmanship suggestions and so are the four Lessons which follow them.

MARKED IMPROVEMENT EVIDENT

THERE is a marked improvement in the character of the papers which have been coming in lately. Evidently the heat has not affected the ability of those students sending in their Lessons. More care is now being used in the formation and construction of sentences, punctuation and the use of capital letters. The answers to the questions are more explicit and to the point. The illustrations are apt and often interesting. Students are able in the Salesmanship Lessons to draw upon their store experience.

All these improvements in self expression will be evidenced in better selling talks and hence in increased sales. The number of unsatisfactory grades is rapidly diminishing, not because the standards of the examiners have been lowered but because the quality of work on the papers is creeping up. We extend our hearty congratulations to all who have done good work.

NAMES AND STORE LOCATION SHOULD BE WRITTEN ON EVERY SHEET

WE call attention again to the importance of the student writing the name and store location on every page of examination paper. Some papers are being held because the examiners are unable to identify the writers. There are six such papers for Lesson II. Students who have failed to receive their corrected examination papers for Lesson II, after a reasonable length of time and after the others from their store have been returned, will please send a sample of their handwriting, so that we may be able to identify the papers now being held. When we are able to identify owners of these papers we shall be glad to forward them.

ALL STUDENTS SHOULD BEGIN WITH LESSON I

WE would ask Managers not to permit new students to begin the course except with Lesson I. This Lesson is the introductory one and all students should start with it. Those who know the facts given in the first Lesson may soon pass to the Lessons on Salesmanship. We should all have the same starting point but those who start late may work harder and advance faster and thus catch up with the advanced students. There is only one way to join the group which are leading the way and that is to travel faster over the same road they have taken. Now is the time to speed up, for the advanced students are marking time.

ADVANCED LESSONS READY

ADVANCED Lessons in the course are now printed and we are prepared to send them out, in accordance with our programme, as rapidly as the papers are returned. Surely this is not a hard task to set for any of our associates, especially for those who are eager to make as rapid progress as possible in their desire to become good salespersons. The ambitious student will not allow anything to stifle the ambition for success in our Company. These summer months are the ones when all the more hustling is necessary to bring the store sales volume to the figure it should reach. Let us all lift the sales volume a little higher. Those who have studied Lessons III and IV should endeavor to perfect in themselves every principle of salesmanship they contain.

TIME FOR PERSONAL INVENTORY

NOW is a splendid time to make another personal inventory and note what progress has been made since the first rating. We suggest that students test themselves once more and determine whether they have made progress since the first personal appraisal when Lessons III and IV were received. If you cannot find that you are better in the characteristics which you judged to be your weakest, more effort should be put forth to strengthen them. The Business Training Course is not only to reveal weak characteristics to students taking it but it should stimulate them to cultivate and strengthen them. Let us put forth more effort to develop ourselves into better salespersons.

LET'S KEEP WORKING

What a joy there is in working All day long and never shirking. Even though we may be selling Very little worth the telling.
Let's keep working.

There is always stock needs dusting. Or perhaps some box is busting. Just a corner can be mended. Then the rugged look is ended, Let's keep working.

In these times of unemployment There is lots of real enjoyment In the work that we are doing. Else we too will soon be "going." Let's keep working.

If we improve the passing minute, We find there's much enjoyment in it; And the habit will grow stronger. Till we wish the days were longer. Let's keep working.

Clinton, Iowa E. M. DeMess, Mgr.

NEW YORK OFFICE ASSOCIATES EN ROUTE TO SING SING BALL GAME
The Golden Rule of Business: THINK RIGHTLY--DO JUSTLY

THE GOLDEN RULE, a practice ages old, simple as the sentence implies, broad as the great continent upon which we live, sound as the rock of Gibraltar, resultful beyond a question of doubt—but practical only when used as it is intended to be used.

The chief components of the Golden Rule are Honesty, Confidence and Co-operation, any one of which, if omitted, completely destroys the foundation upon which our Golden Rule is built. Therefore, while the Rule is simple, it is not always easy to follow it unless we first set ourselves right and then, with determination, carry through. When we do this, we add another component, Character, which strengthens the fundamentals.

We must live our lives rightly, deal with others justly and see to it that our every transaction is a manifestation of the principle of the real Golden Rule:

All things whatsoever ye would that men should do to you, do ye even so to them.

We are but human; so are those with whom we come in contact. We must be honest not only with others but with ourselves, for honesty in its fulness, coupled with a willingness to cooperate, brings us to that correct understanding which instils confidence, encourages high ideals, creates friends and assures mutual benefaction.

J.M. Johnson
A NATION-WIDE INSTITUTION
312 Busy Stores

KEY

★ Mother Store—KEMMERER, WYO.
★ 312 Stores
⊙ St. Louis Office
✚ St. Paul Office
✚ New York Office

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