ONE CAN NEVER MAKE A SUCCESS AT ANYTHING HE DOES NOT LOVE DOING REGARDLESS OF WHAT THE MATERIAL URGE MAY BE ~

SEPTEMBER - 1927
The Spirit of this Issue

Character is simple in its essence but its force penetrates into every act of a man's life.

—J. C. PENNEY

Four habits hinder progress. They are Procrastination, Shiftlessness, Thriftlessness and Laziness.

—F. R. PAYNE

There is danger in permitting one's judgment to be swayed by a personal feeling.

—WM. M. BUSHNELL

Rome was not built in a day nor was this great Company of ours.

—E. M. DE MOSS

The future of the Company depends on the character and ability of the newcomer of today.

—JOHN D. KEYES

One cannot emphasize too greatly the importance of the selection of our men.

—WILLIAM H. DAYTON
CHARACTER AND ABILITY

By J. C. PENNEY

THERE are two outstanding qualifications that, to my mind, are first in importance in the new man.

I note with interest and sincere satisfaction that, in the work of our Employment Department, these two qualities are insisted upon as fundamental to all the training that may follow upon the entrance into one of our stores of a new Associate.

The first quality is CHARACTER. There is always a danger that familiar names of important facts, things and qualities, will become over-familiar; that we shall tire of hearing them, of reading about them, of dismissing them with the statement that everybody knows that. What Mr. Morgan once said of character in connection with loaning money to men without means but with character, should never become an old story to anybody. It is one of the most outstanding testimonies of high and honorable regard that one man can have for another.

IF, on the other hand, we should delve deeper and yet deeper into the meaning of the word character, we should probably find that there is room within the meaning of the word for us to investigate, move around, observe, see new angles and draw new deductions. Character is simple in its essence but its force penetrates into every act of a man’s life, because it first penetrates every phase of his thought. Character is certainly no less than a veritable jeweled casket in which every other great quality is enshrined, for it includes Honor, Brotherhood, Confidence, Mutual Help and the Biblical Loving-kindness.

WITHOUT men and women of character, no organization or small business or family or individual can ever thrive and succeed.

The second quality of importance, to my mind, is Capacity to Develop in the Desired Direction. Stated in another way, this means being amenable to training in all the demands of the position for which one is being examined and tested. I have, on another occasion, expressed in the pages of THE DYNAMO, the conviction that no post-graduate course can exceed that given in one of our stores.

Stop for a moment and think of the lines of investigation and points of contact that such a position affords a man. He learns, first, to adapt himself to the new demands of his position and that, in itself, is possibly the most important work that he can do. Then he studies the thousands of items of merchandise we carry, the organization which is building to handle this merchandise, the science of salesmanship which serves it to the public, the benefits of the investigation of towns and municipalities, and the like benefits deriving from that study of human nature which arises from working under the guidance of a Manager in accordance with the policies of an organization and with a personnel group in a store.

TO make the most of these things, to take advantage of the educational work that we provide for every new Associate, constantly to train oneself into closer and yet closer adjustment with the developing demands of the job, as one advances—surely here is a system of training which should turn a man of character into a man of ability.

And once we can bring about that transformation in our business, it rests upon a secure foundation.
WHAT HABITS HINDER A MAN'S PROGRESS
IN THE J. C. PENNEY COMPANY

By F. R. PAYNE, Manager at Salt Lake City, Utah

HERE are four habits that hinder progress anywhere, either in or
out of the J. C. Penney Company. They are Procrastination,
Shiftlessness, Thriftlessness and Laziness.

Most of the shortcomings of
men come under some one or other
of these traits. There are isolated
cases, where a man is unavoidably
held up because of environment
and through no fault of his own,
but these are far outnumbered by
the cases where the man himself
is at fault.

Out of one hundred men start-
ing in business ninety-five per cent
fail. Peculiar is the fact that out
of one hundred starting in the
J. C. Penney Company ninety-five
per cent make good. This
being the case, it would seem that
there is something outstanding in
the J. C. Penney Company that
makes men succeed whether or
no; likewise there must be some
real reason attaching to the few
who fail to progress and it must be,
generally speaking, the man.

A careful diagnosis of the cases
where we find a lack of progress,
outside of the cases where environ-
ment has had its effect, will dis-
close some one or more deterring
factors. You can call these habits,
or whatever you may choose, but
they have a bearing on success or
progress.

Most of us are guilty of pro-
crastination to a greater or less
degree, and that means that we
put off till tomorrow what we
might have accomplished today,
and the more disagreeable the task,
the stronger the urge to procras-
tinate. Procrastination has some
distinct kinship to laziness. It is
a something that allows you to
feel all right when you have left
a duty not performed, a something
that allows you to be satisfied
when you do not “do it now.”

Shiftlessness is a habit of letting

laborer that is equal to five
dollars. Multiply it by fifty-two
and see what it is in a year.
When you get close to sixty and
have a possibility of twenty more
years, you realize the tremendous
value of time, and you cannot any
more afford to waste time at
twenty-five or thirty than you can
later on.

CULTIVATE a habit of
promptness and rapidity and
you will create more and that
means progress. Waste of ma-
terials that have a money value
is well nigh sinful. It is desirable
to impress upon young minds that
wilful waste means woeful want.
Save time, save materials and
save money; not that money
means everything but great things
are accomplished in a more sati-
factory way when the money is
obtainable. Being thrifty simply
means setting something by for
rainy days, and they are certain to
come. If you are in doubt about
this, ask some of the boys who had
to do a lot of scratching to get the
money to buy their expansion stock.
There are other ways of being thrifty but we can cover
them under the last head, namely
Laziness.

Laziness is a disease. There
are two kinds, mental and physical.
People who are physically lazy
are to be pitied. You see them
every day, the man who never
stands when he can sit and who
never sits when he can recline.
Of course, some men are born
with poor feet and a weak back but
most laziness comes from mental
attitude. You cannot move very
fast when you are sitting down and
it’s more of an effort to get going
from a reclining posture than from
a standing one. Cultivate the
habit of standing on your feet and
put some snap into your move-
ments when you start going. It

WHEN you are shiftless you
lack initiative and determina-
tion; you have not the will-power
to fight things through to the end.

Thriftlessness is akin to waste-
fulness and you have not a lot of
one without some of the other.
Thriftlessness is a parent to un-
preparedness and it means both
financial unpreparedness as well
as lack of ability. Most of our
troubles come from wastefulness
and there are two kinds, one quite
as bad as the other. You can
waste both time and material,
but, if you are anticipating pro-
grесс, you cannot afford to waste
either. Waste of time slows up
the man and waste of material
slows up the business.

Promptness eliminates waste of
time. If you lose a half hour in
the morning and fifteen minutes
at noon, you have wasted four
hours and a half in one week or
half a day, and even to a day

(Continued on page 6)
SELECTING THE RIGHT MAN FOR OUR ORGANIZATION

By WM. M. BUSHNELL, Director of Employment

When one stops to consider that fully ninety-six per cent of the total number of applications for employment we receive from all parts of the country are rejected for one reason or another, one surely comprehends the stupendous problem we are up against in supplying the needs of our 885 stores.

Frequently I am asked the question:

What have you discovered to be the principal reason for the large percentage of rejections?

And without hesitancy I answer:

Lack of a definite purpose—an objective. In other words, the applicant is just another job hunter looking for a little better wage instead of a future.

Other outstanding reasons for not considering men for our Company are lack of a moral standard, inability to live within their means, lack of education, poor health of the man himself or a member of his family, lack of stick-to-itiveness in the past (too many jobs), lack of initiative and (or) adaptability, and lack of experience. Too old! There are many other reasons but the aforementioned are among the most important as we see them.

The reader may wonder how it is possible to find out all these things about an applicant in an interview, but to an experienced interviewer the task is not a difficult one and this affords me an opportunity to say that one scientific method of employing men is vastly superior to 885 unscientific methods.

Without any desire to throw bouquets at the Department, we are sure that, taking everything into consideration, one of our men can do a better job—a more thorough one—than any one of our Managers or individuals, for the reason that we are daily specializing in this phase of our business, just as our Managers are specializing in their job of management.

There are some who will take issue with what has been said above; nevertheless we are prepared to prove our contention. It has been said that some Managers can do a better job of employing men for themselves than our Department can and we are willing to grant that in a few cases this is probably true, but it is the exception rather than the rule.

Frequently we have cases called to our attention where an applicant is perfectly acceptable to a Manager but our Department turns him down for a most apparent reason which escaped the Manager because of his closeness to, or his friendship for, the applicant. This caused him to be prejudiced in his favor instead of being swayed by the effect this man’s employment would have on the Company and the responsibility the Company would thus have to assume.

Some time ago one of our Managers, whose store, by the way, is doing a splendid volume and making a most satisfactory profit, insisted on employing a man, who we found upon investigation was in his late thirties, with a good-sized family to support and no merchandising experience whatever. But we did find that for the past twelve years he had been a good barber, as barbers go—and for the past five years had taken care of the tonsorial necessities of our friend the Manager, who had finally fallen a victim to the loquaciousness of a barber-shop chord.

Our friend, the Manager, did not like it because his friend, the barber, was turned down but we are sure he is too much of a J. C. Penney Company man to hold a grudge against us and is now glad we decided the way we did.

This no doubt is an extreme case but nevertheless we feel it serves to indicate the point we wish to make.

There is danger in permitting one’s judgment to be swayed by a personal feeling.

The men of our Department have no personal feelings to overcome but quite the contrary three distinct duties to perform:

Our duty to our Company in employing only those men who we feel reasonably sure will measure up as partners not only today but over a period of years.

Our duty to the Manager in supplying him with an Associate who will function with the least amount of supervision.

Our duty to the new Associate in placing him as carefully as possible with a Manager who will take a real interest in helping him to find himself from the first day he is on the job and give him the opportunity we talk about.

We do not turn down men on snap judgment. We have been
given clearly to understand that every man presenting himself must be given an opportunity to tell his story. In fact, many times we spend considerable time with an applicant who ostensibly is not a man we should employ, but whom we may be able to assist in solving his problem, because this is our interpretation of the Company's policy of rendering a service and making a friend for the Organization.

Any one who has been employed in one of our stores any length of time at all will recognize the absolute necessity of a man's having a definite bent for retail selling if he is to make good in our business. For a long time I tried to sell myself the idea that any one with vision enough to recognize his future with our Company could force himself to like the business. But I have about come to the conclusion that such an individual is the exception rather than the rule.

One can never make a success at anything he does not love doing regardless of what the material urge may be.

We strive very hard to find out exactly what prompts our applicants to seek admission to our ranks and unless he can satisfy us that he really wants our business as his life's work we are not interested. And this is as much to his future well-being as to our own.

ONE of the best arguments in favor of youth is the fact that young men have an open mind and are easy to train. They have no set formulas or methods to overcome as is the case usually with older men. And then too when they are still young the responsibility of management can be passed on to them with the knowledge that they are going to function strictly in accordance with our Company's principles and policies for that is all they know.

I am positive in my own mind that the best thing for the future of our Company would be for us to start at once training young men to take the places of those who are promoted or who retire—feeding the store from the bottom rather than the top. We have a large number of stores right now that could easily start this program immediately and never, except in cases of emergency, hire another First Man.

We are fortunately situated in that we can easily check up on any experiment one of our Managers may inaugurate and with this advantage we can without difficulty render an opinion which is the composite experience of many of our Managers. For example, the inadvisability of employing any man over thirty who has had no experience in our lines; particularly is this the case if such a man has dependents. Of forty-two such cases investigated we found the average length of time such a man remained in our employ was less than thirty days. By the same token we found it was extremely hazardous as well as expensive to move a man with a new Manager across the country unless that man was fully capable of holding down the Assistant Managership.

Many other experiences, too numerous to include in this article, have come to us which we shall be glad to pass on to you through correspondence.

We are anxious for all our Associates to know that our definite urge is to serve you, the Company and the new man to the very best of our ability and with that definite purpose in view our Department is dedicated.

What Habits Hinder a Man's Progress in the J. C. Penney Company

(Continued from page 4)

is a good antidote for laziness of the physical type.

Laziness of the mental type is of a cumulative kind. It increases with age. If you do not give your mind exercise, it will become dull just as your muscles become stiff when you fail to exercise them. If a man is going to be a good merchant, he needs an alert mind, a useable thinker. If you do not use your mind regularly by reading and thinking, it will not function to a high degree when you want it. In other words, you have got to keep the cobwebs brushed out of your thinker.

IF a man has an ordinary intelligence, he can with a strong determination accomplish almost any reasonable thing in life. This being a fact, how much easier then is attainment in this Company where the momentum is up and men are carried along with the flood. If a man under ordinary environment fails to progress in the J. C. Penney Company, let him ask himself these questions:

Do I procrastinate?
Am I shiftless?
Am I thriftless?
Am I lazy?
Do I study?
Do I think?
Am I determined?
Do I co-operate?
Am I prompt?
In other words, am I giving the best I have to my job?
“ROME WAS NOT BUILT IN A DAY”

By E. M. DeMOSS, Employment Department, St. Louis Office

OR was this great Company of ours. Much of our building has been done at night. Yet I believe there is more mis-apprehension regarding night work in our Company than there is with relation to any other activity in our stores.

About two years ago I ran across a letter from a First Man in one of our good stores. The very tone of the letter indicated the man was not thinking straight at all—in fact, he was so filled with grievance that he could not think logically. The last paragraph read like this: “Another thing I think is ‘the bunk’ is this idea of night work. We work four or five nights a week and have done so the last three years in this store. It’s a sign of poor management in my opinion. If we had two or three more men, we should get along better!”

Fortunately, the man was normally a straight thinker and, when the logical reason for some of the things to which he objected had been explained to him, he soon changed his entire attitude and became so valuable that he started a new store the following spring.

At the fall convention I was gathering some information we needed in the Employment Department, and one of the questions asked was, “How many nights a week do you work in your store?”

This man’s reply was “Six nights a week, and Sunday morning!”

“Well,” I said, “It does make a difference which side of the fence we are on, doesn’t it?”

“What do you mean?” he asked. Then I reminded him of his letter.

“But,” he said, “you don’t understand, Mr. DeMoss. Our store started off with a big business and it was necessary that we work nights to keep up.”

I said, “Why didn’t you employ two or three more men?”

“Oh, we couldn’t have afforded that,” he replied. “To have done that would have cut our profits too much and have held my men back two or three years longer than necessary!”

“But you never thought of it from that angle when you were First Man in the old store, did you?” I asked.

“No, I don’t believe I did.”

Then I said, “That is just what I wanted to emphasize. I believe in necessary night work with all my heart, because I, too, have been on both sides of the fence, but I believe you will agree with me that had you understood the reason for it, as you now do, you would never have chafed under it as you did.”

This he admitted.

Then I said, “Don’t you believe we owe this explanation to our men and, when they see it as it is, that they will work with far greater enthusiasm and interest? Then, when our men realize that night work is to their interest, that they benefit by it—are’t they more apt to be happy doing it?”

Then I expressed myself regarding night work. I hesitate to do it on paper, for fear someone will misconstrue it and say our Company does not believe in night work. This is just as far from the truth as to say our policy is to demand that we work six nights a week and Sundays.

BUT, men, there is a happy medium we can achieve regarding night work. It is not likely we can reach this the first year our new store is in operation, but as we perfect our organization, as we learn to plan ahead, as our men learn to make every minute count in the daytime, I am sure we can eliminate much useless overtime.

One of our Managers, who is very successful in keeping his overhead very low, his volume up, his store in splendid condition, and his men peppy, happy and efficient, makes these suggestions:

1. We assign our boys definite responsibilities and they understand that the penalty for not organizing their time so as to make every idle moment count, is that much more night work.

2. We all know that the only reason we do stock work, window trimming, checking of merchandise or any other store operation, is to make sales. Therefore, we have two policies—

(a) That no matter what we are doing, we are to face the front door.

(b) That we are to meet every customer or greet them as soon as they are ten feet inside the door. The danger of trying to make every minute count is neglect of customers. We never attach just one more pin ticket while a customer waits.

3. Each man being responsible for definite parts of our work does not mean that only he comes back when we need to work at night. Every man returns and we help the man who needs help. This way we all get through sooner.

4. The last few years we have been working a great deal in the
early morning instead of so much at night. We come down an hour and one-half to two hours before the store opens. We have had the evenings with our families (who rarely saw us under the old plan). We have had the whole evening to plan what we are going to do the next morning. We are all peppy and we do as much work in a short time as we once did in a whole evening. The boys really seem to prefer it, and the work is done well. It is teaching our men to plan ahead, too.

"Everyone must plan only enough work to have it entirely completed by the time the store opens. This does not eliminate night work entirely, of course, for there are times in the year when it is necessary to work every night.

"I tell my men that they are virtually working for themselves the day they hang up their hats in my store.

"Personally, I want them to understand that we are not trying to get as much work out of them as we can for as little salary as we can get them to accept. What I want them to see is that they are doing exactly what they would be doing if they had gone into business for themselves on a limited capital. They would be taking as little salary out of their business as they could live on comfortably, and very likely both they and their wives would be down at the store every night working! Why? Because they want to make a good showing and save the salary of one or two more men. They work, too, because their hearts are in their store, and its success is paramount."

I WANT to make a confession that many of our Managers could make. I loved my work so much that I just enjoyed being at the store. Many nights I have gone back to the store alone, and just walked up and down the aisles with glistening eyes—proud of everything in connection with it! This may have accounted for some nights we worked unnecessarily—worked there because I enjoyed being there. But if we, as Managers, get this feeling about our work, I am certain we shall have the same attitude about it before we reach management if we think and plan to the same degree. We can do twice the work with half the fatigue when we know we are "working for ourselves."

One of the greatest satisfactions every prospective partner of this Company has is the thought of what he will do when he gets a store of his own.

Then let's ask ourselves this question every morning, "Am I giving to this store and to my Manager the same whole-hearted loyal support I am going to expect from my men when I get my store?"

When we are able to answer this question in the affirmative, we shall have solved everything in our connection with this Company, and necessary night work will be done willingly and understandably.

I believe firmly that a large portion of the opportunities which this Company has been able to offer to many hundreds of men, in so short a time, has been due to the willingness of the men ahead of us to go that "second undemanded mile."

Will we gladly do as much for the men who follow us?

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Note how this float, made by our Store at Sault Ste. Marie, Michigan, W. V. Williams, Manager, tells its story

SEPTEMBER, 1927

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THE FUNCTIONING OF THE EMPLOYMENT DEPARTMENT

By JOHN D. KEYES, Employment Department, New York Office

The responsibility that rests with the Employment Department is not simply to employ men. It is also the duty of that Department to deny employment to those who, our experience has taught us, cannot add sufficiently to the expansion of the Organization.

When you stop to consider that those who join the ranks today are the Managers and Executives of tomorrow, you realize the responsibility that goes with this work of selecting our Associates. The future of the Company depends on the character and ability of the newcomer of today.

It is imperative, therefore, that every man employed for the stores be considered in the light of future partnership material.

It is true that our turnover of manpower is so small as to be practically negligible and that means that our constant need of the right kind of men is due almost entirely to expansion. When a Manager is appointed for a new store, we must not only supply his new staff but fill the gap he has left in the old store. In addition to that, the stores already established need more Associates to take care of their ever-increasing volume of business. As a result of these conditions, we must furnish several hundred future Managers yearly and that number is increasing year by year as the Company grows.

Our material comes from a number of different sources. Naturally, we must advertise extensively in magazines, trade publications and newspapers. Some prospects are suggested by our Managers and Associates, though not as many as we should like. If a larger proportion of our applicants came from this last source, it would naturally reduce our advertising expense and therefore the overhead of all our stores.

Further than that, our Managers should know the qualifications we look for in new material, so we immediately feel that a man so recommended is worthy of every consideration.

Every one of the thousands of letters received in the Employment Department offices in New York and St. Louis receives careful and individual attention. Often it is necessary to write the applicant for more information regarding his experience before asking him to fill out a formal application blank. When we do receive such a blank, accompanied by the man’s photo, his record and qualifications are scrutinized with a view of determining the value of his experience as measured by the requirements of our stores.

It is a rule of the Department not to allow our judgment to become mechanical. Each case is judged on its own merits. The size and type of stores in which a man has worked are considered, his education to start with and how it has been improved while working and his age while in each of his previous jobs. Very few boys in their teens absorb as thoroughly a knowledge of their work as they themselves would five or ten years later.

Sometimes the weak points of an application are so outstanding that the man may be eliminated without a personal interview but, if there is any doubt, we give him the benefit of it and reserve decision until an interview is possible.

As soon as we decide to consider any man’s application as an active prospect, an exhaustive search is made to see what others think of him. Although he is investigated from several different angles, we never approach his present employers until he actually joins J. C. Penney Company. Some fail to pass this test and are therefore eliminated. Our standards are high. We ask more in the way of character and morals than most organizations but, remember, we are seeking future stockholders.

At the present time there are five in the Department who travel, interviewing men for the stores. On these trips we not only advertise for men in the towns where we stop but arrange to meet those in that vicinity with whom there has been previous correspondence.

It is needless to say that in such interviews we not only get a much clearer appraisal of a man’s experience but are able to judge his personality, attitude and adaptability. These all have an important bearing on his success or failure.

We have on file in the department the record of every one who has ever applied, whether they were accepted or rejected. Every new inquiry is checked against (Continued on page 30)
OUR EMPLOYMENT PROBLEM AS COMPARED
WITH THE CITY DEPARTMENT STORE

By WILLIAM H. DAYTON, Employment Department, New York Office

"HELLO, Bill. Haven't seen you for a year. Are you still with the same people?"

To many men there is no insult in such a question. They seem to have the gift or faculty of finding jobs easily. Some record holders in this line have as many as twelve different jobs in a year. They could get three jobs while you and I were worrying about where to start if we had to hunt one. On the other hand, the man who is sober, industrious and ambitious may have a picture of the task of making a connection with a good firm which is an absolute nightmare to him. He thinks of a gruff, inconsiderate individual who will bark at him a vehement "NO."

To such men the Employment Department of the J. C. Penney Company should present a very attractive picture. Even though we employ less than four per cent of the men with whom we talk or correspond, many of the men we turn away are so refused because their experience does not fit them for the work we want.

When this is the case we can explain just why this is so and, while we are turning away a large number of applicants, we welcome with open arms the right kind of man who has had some training in our lines. Such men may feel that they will be enthusiastically received by our Employment Department.

THE employment manager of a large city department store has much the same feelings as do we. He is interested in selecting an individual who has the capacities for his work. To do this he must consider heredity, health and such mental qualities as concentration, determination and knowledge. And he wants to find a man whose experience fits him with a technical knowledge of the work he is to do.

However, he has a local source of supply. His people are recruited from the city's population, and the result of a mistake in hiring is less expensive than the effort to go beyond that field would be. This naturally makes certain that he will try to employ the best of those who apply but that best will be limited by the quality of his group of applicants.

The constant stream of applicants of all kinds has a tendency to make him the gruff individual usually pictured in an Employment Department, and the openings he has for men are such that the professional job hunter who tackles such an employer without fear can perform them satisfactorily; provided he is an expert worker in his line. Permanence is not absolutely necessary. The employer expects to pay a salary to have certain work done. If it is not done by the first man hired, he hires another.

In comparison with this, employment work for the J. C. Penney Company must go much further into the capacities of the applicant. Determination, ambition and adaptability must be considered. In his experience we look first of all for a knowledge of our merchandise.

With our merchandising principles and ideals we have no place for the high pressure salesman, nor do we especially seek a man trained to a great degree in the methods of one or several stores which may or may not be successful.

A knowledge of merchandise is essential, and the experience of waiting on the retail trade with such merchandise is just as much so. But the J. C. Penney Company plan provides no place for the successful floater from job to job.

If he has floated, his experience reveals it but it must also tell us whether he likes the retail business and whether or not he is still able to learn new methods and develop his latent ability.

The remedy of firing is a costly remedy for us because our men become students in a Post Graduate course in merchandising the day they report for their duties. Firing also may work considerable injustice on a new man if he has traveled some distance to the store.

There must be a minimum of gambling in a man's qualifications for an opening because when we send him to our store the Manager expects him to have the qualifications for which he asked, and he would not have asked for such a man had he been in touch with a local applicant who was fitted.

We too have the never-ending stream of applicants at the gate. But our job is distinctly one of going out to find better men than this source provides. Therefore, we must retain a standard or picture of the men we want even though days may pass in inter-

(SEPTEMBER, 1927)
THE DEVELOPMENT OF MEN UNDER THE NEW PLAN

By J. A. MALONE, Manager at Gary, Indiana

UNDER the New Plan every Manager will be interested in increasing the production of the Company as a whole, as he himself will be financially interested in the profits of each store. He will be willing at all times to render assistance to a new store or an old one, whenever called upon by the New York Office. This plan broadens our scope of operation.

The training of men should be carried out under a standard course of instruction. I am frank to say that in the old days my training of men was not what I try to make it today; in other words, it was very crude. We were so anxious to put things across we tried to do everything ourselves, thinking we could do the job a little better. But that was not true at all, as I found out later that my men could do the job better than I could.

It is my plan today to place a man in charge of a certain Department and, as soon as I think he is ready, I start him to writing his own orders. When he has finished the job satisfactorily, I then start him in some other Department and repeat the same process as before. After he has worked in all departments, I give him supervision over them all. This training process has included the advertising and office work and in fact every operation of the store.

In other words, before I send a man out to manage a store, he has been operating my store in its entirety. I believe if he is properly trained along these lines under close supervision that, when he takes charge of a store, you will feel proud of him.

When you train a man, don’t hold anything back from him but give him the inside information on everything pertaining to the operation of a successful store. Make him a bigger man than you are yourself and, when you have finished, you, too, will have grown some. I have heard that we have some Managers who never allow their First Man to enter the office until he is notified he is to manage a store, and in that short space of time try to impart all the knowledge they, themselves, have been accumulating for the past ten years.

It is my opinion your expansion and mine under the New Plan will be determined to a great extent by just how well we train our men. Remember that the success of every store will depend upon just how well that Manager has been trained.

There are many advantages under this New Plan for the new men who, in the past, have been held back because they happened to get into a slow producing store. Men will be advanced as fast as they develop, without waiting to accumulate sufficient capital to set up a new store. There are some stores in our Company that will never be in a position to make money rapidly but these very stores are splendid places in which to develop men.

There was never a time in history when business men were giving so much thought to business as they are today. The mail-order houses are going into the retail game in all the smaller towns, chain stores are being formed daily, city stores are branching out into new fields and it is up to you and me not only to meet these conditions but to blaze a new trail.

We might think that under this New Plan we can sit down and continue to grow as we have in the past but that is not true and I predict there will be more changes in our plans in the next twenty-five years than in the past.

Had we been operating under this New Plan the past year we could have secured a one hundred per cent location in our town on a long term lease, but under the old plan I dared not tackle it. We have also in the past hesitated to spend a year’s profit in order to secure the kind of location we should have, which, of course, costs us money in years to come. I believe if it were necessary to sacrifice a year’s profit in order to secure the right kind of building and location that it would come back to us twofold in the years to follow.

Just as long as we do not lose sight of the first principles laid down by our Founder, just that long we shall continue to succeed.

After all is said and done, I feel that with this new plan in operation we shall have taken the farthest step forward since the year of 1902. And while it may be a little slow getting into operation, that should not be surprising, as all new adventures take time.

We shall continue to operate in the future as we have in the past, only that we have some new tools to work with—the same job, same hours, same Company, but in a little different way. So let’s all pull together and at the end of the next twenty-five years we shall look back with pride as we are doing today on the first twenty-five.

The training of men in our Company should be carried out under a standard course of instruction

SEPTMBER, 1927
THE making of Waverly Caps, our own brand of headwear, requires a great many special operations not found in the so-called "average line" of cloth headwear. Space will not permit us to go into detail of the various phases of the making of Waverly Caps. However, we shall endeavor to give the essential points.

First, the woolens are carefully selected from the leading men's-wear mills of the country for wearing qualities, pattern and general salability. It is erroneously thought by some that a man's cap is made from ends or small pieces which have been discarded by other manufacturers of wearing apparel. This may or may not be true in other lines of caps, but Waverly Caps are made only from the full new pieces of woolens (50 yards to a piece) as they are delivered from the mills.

After selecting the woolens that are used in our caps, the factory from which we have made this purchase makes out what is known as a shop ticket. On this slip of paper a complete description of the cap is given, that is, of such items as size, cut, make, trim, block, and visor. The ticket is then given to the Factory Superintendent, who in turn arranges the course of manufacture. The cloth is now prepared for cutting. Waverly Caps are all cut by hand and in our Caps you will note that all patterns of the various models are cut extra full. This allows plenty of fullness in the finished cap. The goods are piled on a cutting table several thicknesses high. The pattern is laid on the goods in such a manner that, when the cap is completed, the designs of the cloth will meet in regularity.

You will note in Illustration No. 1 a one-piece and an eight-quarter cap showing the first cutting. It is easy to see the impossibility of cutting these with other than a hand knife.

On completion of the first cutting, which includes that of the covering for the visor, the woolens are now ready for sewing. They are sent to various operators working at electric machines where the seams are joined together and a small strip of light weight canvas is inserted at the inside base of the cap as shown in Illustration No. 2. This rough formation is now known as a cover.

The cap has roughly taken form, but you will notice, after the first sewing, the pointed or starlike effect which must be eliminated before the cap is completed. In order to do that, the seams of all Waverly Caps are pressed by an electric iron which tends to eliminate the pointed effect of the crown or cover and give it a well-rounded shape. (Illustration No. 3.)

While these operations have been going on, another group of workers have been covering the visors. In Waverly Caps we use three kinds of visors (See Illustration No. 4), non-breakable canvas, cork and rubber. Each kind has its use in certain models. However, all three are waterproof and non-breakable.

When the visor is covered, the
Caps are sent to an operator who joins both cover and visor. The cap is then ready to be blocked. A wooden block conforming to the pattern and model of the cap is used. In blocking Waverly Caps, the cover is brought tightly over this wooden block, placed in a container of live steam and left there for several minutes. This partially shrinks the woolens to the shape of the block.

Upon removal from the steam container, Waverly Caps receive a special handling not given in other lines of headwear. While the cap is still warm on the block, a piece of light canvas cloth is placed around it and the cap is ironed by hand to completely remove the points where the seams join one another. This completes the rounding out process and tailoring of our caps.

The quality and kind of lining having been selected when the cap is first chosen, it remains to be cut and made. The linings of Waverly Caps are cut by hand, just as we do our woolens.

First, the round center or tip is cut and this is sent to printers who specialize on die printing. The name Waverly Caps is printed in three ways, in Gold, Steel Plate, and in what is known as Process work. It is interesting to know that the same method of printing which is used in making United States money at the Mint is used in printing the name of Waverly Caps in our headwear, as the steel plate and colored steel plates or process printing must all be done by hand.

The next step is the sewing of the printed tip to the side lining. As this is done, a light millnet or gauze is used as a backing for Waverly Cap linings. This makes a soft, comfortable fitting lining. In a great many brands of headwear a stiff, harsh millnet is used, principally to hold the cap into shape, but as Waverly Caps are tailored into shape a soft interlining is hardly necessary. The completed lining as shown in Illustration No. 5 is ready for sewing into the blocked cap.

Did you ever turn down the leather sweat of a Waverly Cap and notice how it has been finished? When the operator sews the linings into our caps, the light buckram sizing previously mentioned is covered with the lining, thereby adding to the attractive finish. The cap is now ready to be trimmed with the leather sweat.

We use only selected sheepskin leathers in our Waverly Caps, each one stamped with our name, thereby insuring only selected or first runs of leather stock. In sewing in the leather sweat, when the operator has reached the point where the leather should be fitted together, the cap is turned sideways and the same stitching is utilized in joining the leather ends and attaching decorative tie bow. This is done to lengthen the wearing and shape-holding qualities of our caps.

This added feature, used in Waverly Caps, is not done in the average cap factory. The cap is now ready for final trimmings and such details as strap and buttons, and snap fastener are now added.

(Continued on page 30)
BUILDING A SALES FORCE

By J. W. CUMMINGS, Manager at Hamilton, Ohio

In training an Associate, there are many ways and many angles to be taken into consideration, for each Associate has a different personality. However, the essential point in training is to know the material you must work with. But you must have a central ideal on which to focus the energy of each one and that ideal is the J. C. Penney Company, its principles and policies.

Two streams start from the same mountain top and flow in different directions. One passes down the mountain side and out through the valleys and becomes an eddy, flowing slowly and sluggish. The fish in this stream are tame. You catch one and it is like pulling out a piece of wood. The other stream flows down the rocky mountain side, on and on over the riffles and rugged crests and crags. In this stream live the game fish and you have some sport and lively work to catch them. That is my idea in training the Associates of a store. Lead them over the rough road and teach them to be alive. First of all, they should become full of life from living and associating with live Associates. Train them to be the first to see a customer and to know the essentials of rendering that customer a real service.

During my vacation, while sitting by my tent late one evening, I noticed an ant carrying a big bug about three times as large as the ant. This ant came to a pile of straw and hesitated, viewed the situation and gave up the struggle. Immediately I saw another ant make for the bug which was dead. It grabbed that bug and walked across the straw pile with seemingly no effort. Train Associates to do the thing that someone else would give up doing. Train your Associate to be willing and anxious to tackle the harder things in life, for in them alone lies the road to success and accomplishment.

I had the pleasure of visiting some thirty J. C. Penney Company Stores recently and I could see a big difference in Associates. There is a vast difference in all of us and much of it could be traced back to our training. The more bumps and hard knocks we get, the more alert we should become. I could not have confidence in a Manager if his training has been in still water, in other words, sitting by and seeing the store run along in a seemingly dog-ditch mode and probably being permitted to sit on the banks and watch it go by.

We must have our Associates trained to know the necessity of moving slow sellers at the right time and trained to put up a real fight to sell them. Be a game fish and fight until the last of the slow sellers have moved and then you are ready to walk away with the easier ones.

Training Associates means being with them and knowing each one’s peculiarities, knowing about what he will do under certain conditions and then trying to get him over the weak places. To do this you might have to handle him differently from the other Associates, but whatever you do get him over.

One of my Associates said to me about the eighth of one month, when I was talking to the Associates about business not being as good as it should be, that he thought the last of the month it would be fine, pointing out the reasons. This rather vexed me and I said to him:

"The last part of the month will take care of itself. It’s now, the first part, we must take care of."

And I said further to him, "Always take care of today."

He often remarks about this when dull days come along. He did not forget its meaning.

In training Associates do not try to do the big things all at once but be alert to the little things every minute and the big things will work out all right. Do not try to teach an Associate by pointing out to him every big and essential thing to do at once. Build step by step and day by day and some day it will dawn on him that he has climbed a long way up the hill and, as he stops to view the road, he will feel more secure to go back to the beginning and start alone and take someone along on his second journey.

Help the Associate to climb and become strong in the essentials of building a sales force. The amount of ambition that we Managers put into building up our store reverts directly to the Associate.

The Department of Education and Research has on hand a supply of binders which will comfortably hold twelve numbers of The Dynamo. They can be obtained postpaid for sixty cents a piece.

SEPTEMBER, 1927
THE SPIRIT IS FIRST
From an Address delivered by Mr. Penney at the International Christian Endeavor Convention

ONE of the first requirements of a well-ordered life is so to live as to retain one's self-respect. It is a great thing to have a fine reputation. It is a greater thing to be worthy of such a reputation—to know that in spite of personal weaknesses which must never be ignored, in spite of personal failures which are inevitable in every life, one is doing his or her level best to be true.

I can think of no more important word that I might bring to this Convention than this word—THE SPIRIT IS FIRST. The letter killeth, but the spirit giveth life, is one of the most impressive statements of the New Testament. A man may be poor as to money but at the same time a millionaire in his soul. Francis E. Clark was not rich as the world judges riches, but we know today that he was a millionaire. My father was a millionaire, too.

If we believe and understand this, then we may go out and achieve great prosperity without injury to our minds and hearts; or, failing to achieve great prosperity, we may come at last to the end of our career conscious that we are more fortunate than others who have gained temporal success at the expense of heart values.

I have been interested in merchandising all my life. In later years I have become interested in the development of good dairy cattle and in applying certain principles that have been demonstrated successfully elsewhere to the alluring, though often discouraging, field of agriculture. Everywhere I have found that the principle I have just tried to state remains the same; it is supreme. In applying this principle, I have come to certain conclusions. Perhaps it will not be amiss to state them here. I should be happy indeed if they were to help and inspire any of you.

Young people, we must all prepare. We must prepare physically, mentally, and spiritually for life. Preparation wins. Lack of preparation does not win. A man must know all about his business. He must know a little more than any other man knows, and, in so far as it is possible for him to do so, he must know all about himself, his weakness as well as his strength. As a rule, we find what we look for; we achieve what we get ready for.

I have already spoken about work. Hard work wins. The only kind of luck anyone is justified in banking on is hard work, hard work which is made up of sacrifice and dogged determination. Permanent growth is never by mere chance; it is the result of forces moving together. The Christian Endeavor movement is a striking demonstration of this principle.

Honesty wins. The kind of honesty that keeps a man's fingers out of his neighbor's till, of course; but the finer honesty that will not allow a man to give less than his best; honesty that makes him count not only his hours but his duties and opportunities; honesty that constantly urges him to enlarge his information and increase his efficiency.

And you cannot win without confidence in others. This is an age of doubt, but to doubt is to fail. I have found my most successful Associates by giving men responsibility, by making them feel that I relied upon them; and those who have proved unworthy have only caused the others, who far outnumber them, to stand in a clearer light.

All of these conclusions are summed up in a right spirit. It is the SPIRIT that wins. Everywhere this fact is being demonstrated. It is the SPIRIT of this organization that wins. It is not by might but by power, always by the spirit at last, that success is achieved; the spirit of men who have sent their railroads through the forests, across the deserts and under the mountains; the spirit of hardy pioneers who have reclaimed our farms, established our cities, organized our industrial enterprises; the spirit of men and women who under all conditions and discouragements have erected our homes and achieved our prosperity. It is the spirit of youth, youth which never grows old; the spirit of the heroic lad who flew from New York to Paris; the spirit of this world-wide Christian Endeavor movement.

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Picnic of the Beaver Dam, Beloit, Freeport, Illinois, Janesville, Monroe, Racine, Rockford, Illinois, and Watertown, Wisconsin, Stores held at Beloit

SEPTEMBER, 1927

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INTRODUCING

H. W. MICKELESON
Mr. Mickelson joined the Company at Wisconsin Rapids, Wisconsin. He opened our Reedsburg, Wisconsin, Store in 1927.

B. F. EDMONDSON
Mr. Edmondson started with the Company at Trenton, Missouri. He was transferred to Marshall, Missouri, and in 1927 he was made Manager at Sedalia, Missouri.

C. H. STEPHENS
Mr. Stephens came with the Company at Mackay, Idaho, where he became Manager in 1927.

J. E. TRYGSTAD
Mr. Trygstad associated himself with the Company at Coeur d'Alene, Idaho. He was made Manager at Pasco, Washington, in 1927.

R. R. MOSIMAN
Mr. Mosiman started with the Company at Wallace, Idaho, and became Manager there in 1927.

D. D. TURNER
Mr. Turner joined the Company at Ely, Nevada. He was made Manager at McGill, Nevada, in 1927.

A. JORDAN, Jr.
Mr. Jordan came with the Company at Albuquerque, New Mexico. He was transferred to East Las Vegas, New Mexico, where he became Manager in 1927.

J. R. WALKER
Mr. Walker started with the Company at Moscow, Idaho, and became Manager there in 1927.

W. J. YUNKER
Mr. Yunker came with the Company at Portland, Oregon (Store No. 217). He was transferred to Store No. 4 (Portland), where he became Manager in 1927.

THE MEN WITH WHEELS
E. E. LARSON
Larson started with the company at Calumet, Michigan, was transferred to Detroit, Michigan, and then to Plymouth, Indiana. He opened Plymouth, Indiana, Store in 1927.

J. E. ROY
Mr. Roy started with the Company at Marshfield, Oregon, and became Manager there in 1927.

C. W. DELL
Mr. Dell joined the Company at Lewiston, Idaho. He became Manager there in 1927.

R. C. ELY
Mr. Ely associated himself with the Company at Ludington, Michigan. He became Manager there in 1927.

T. S. WILLIS
Mr. Willis joined the Company at Galena, Illinois. He was transferred to Kankakee, Illinois, and will open our Rensselaer, Indiana, Store in 1927.

C. M. ROSEBOOM
Mr. Roseboom associated himself with the Company at Enid, Oklahoma. He was transferred to Cheyenne, Kansas, as Manager there in 1927.

A. E. BOOHER
Mr. Booher came with the Company at Lewiston, Idaho. He was transferred to Michigan City, Indiana, and was made Manager at Eureka, Utah, in 1927.

G. H. HOCKENSON
Mr. Hockenson came with the Company at Loveland, Colorado. He was transferred to Colorado Springs, Colorado, and in 1927 he was made Manager at Roswell, New Mexico.

J. D. COBB
Mr. Cobb associated himself with the Company at San Antonio, Texas. He was transferred to Hillsboro, Texas, where he was made Manager in 1927.
WHAT, INDEED, ARE THE BEST YEARS IN A MAN’S LIFE?

A writer in a recent issue of the Express Messenger sets up the question of a man’s best years in the following very practical and sensible manner:

It was Emerson who said, “Write it in your hearts that every day is the best day in the year.” The sensible man does that. He doesn’t scowl at the present whatever that may be, because he has deluded himself into thinking that the days of his youth, or some other days, were ever so much richer and pleasanter. Right now is the time to enjoy life, no matter what your age may be.

A fellow by the name of Robert George got to thinking about life one day and wrote this:

“The twenties are the moulding years of life, when the young man forms those habits that shall direct his career. Then he finishes his school work, stands before the altar, establishes a home and looks the world in the eye.

“The thirties are years of discouragement. It is a hard and trying time for all. It is a time of battle without the poetry and dreams of Youth.

“The forties are the years of vision, when a man finds himself, finishes his castles in the air and knows the value of his dreams.

“Life comes to its ripening in the fifties. These should be the years of jubilee and he should sow his best work then.

“At sixty, a man has committed enough mistakes to make him wise far above his juniors. He should live better and do better work than in any decade of his life. No man has a right to retire in the sixties; the world has need of his wisdom.”

A word of congratulation to those who have reached seventy and beyond; you have almost finished your course, we trust that you have fought a good fight and that there is laid up for you a crown of righteousness.

PRESENT CONVENIENCE VS. FUTURE VALUE

In the estimation of the writer it would be far better if all our associates in considering the man we want would look ahead rather than backward.

To be more specific, the man’s worth in years to come should be evaluated instead of making a paramount issue of the experience such a man may have received in the past. After all is said and done, when a man enters our employ it is necessary many times to work with him months and all too frequently years, before he becomes thoroughly convinced our methods and policies are the best.

There is no question but that all of our stores require a number of seasoned, experienced sales-people. But we are inclined to the belief that many times too much stress is made to secure the man who has had experience when as a matter of fact a keen young man who has definitely decided on a mercantile career, who is ambitious, willing and adaptable, besides possessing those other fundamental characteristics we look for in all our men, will, over a period of years, probably prove a more valuable asset to our Organization.

We have something more than just an Organization. By those of us who have felt the warmth of the feeling existing for one another, affectionately it is termed a brotherhood of men. Let us all resolve to do what we can to perpetuate this feeling in the hearts of all our associates.

—W. M. B.

A NEW DEPARTMENT

As we become in a broader and more definite sense a nation-wide institution, it becomes increasingly necessary for us to establish from our own initiative many connections with the public which formerly were not essential to the well-being of our Organization. With this thought in mind the Directors have authorized the establishment of a new Department, entitled the Department of Public Relations. Mr. Roy H. Ott, formerly Director of the Personnel Department, is the Director of this new Department.

While the operations of the Department are not yet fully organized or specified, because they must come into being through the experience we have with the public, yet some points of contact are already set up. Among the several functions of this Department are the following:

1. Constructive publicity, that is to say, news and information conveyed to the public about the Company and originating in the Department of Public Relations, to the end that the value of the
Company as a public service-giving Organization shall be clearly and correctly stated.

2. The correction of misinformation that may appear in the public press concerning the Organization, when such correction seems worthwhile and necessary.

3. Contact with public activities of various kinds. For example, State Fairs that display and exhibit educational information concerning the growth of the Company in the local community. In this type of work the Department of Public Relations extends and specifies the work of the Educational Department. In the matter of State Fairs, the Department has arranged to conduct booths of institutional and educational matter, displayed in placards, maps and pictures. These displays are being inaugurated this fall at the following State Fairs:

Syracuse, New York; Springfield, Massachusetts; Columbus, Ohio; Indianapolis, Indiana; Springfield, Illinois; Sedalia, Missouri; Detroit, Michigan; Milwaukee, Wisconsin; Oklahoma City, Oklahoma; Dallas, Texas; Lincoln, Nebraska; Portland, Oregon; Atlanta, Georgia; Staunton, Virginia; Aberdeen, South Dakota; Davenport, Iowa; Topeka, Kansas; Birmingham, Alabama.

**FRIEND ATTRACTED FRIEND**

There is a bit of romance in the story of the Pioneers of our Company which deserves thoughtful consideration as a means of supplying men needed for the ranks in our stores.

*What men did attracted other men.*

Each Pioneer in those early days displayed such great faith in the mercantile plan of his Company and worked with such intense earnestness and interest that his friends and acquaintances were attracted to a proposition which had not yet received much publicity.

The plan apparently had nothing visible to recommend it except the unbounded enthusiasm, hard work, and thrift of those Pioneers.

Therefore is it not reasonable to expect Friend to attract Friend today when our Company is nationally known? Our plan has universal approval, our buying problems are minimized, our merchandising plan has made actual work easier, and the success of many of our Associates is an outstanding achievement.

Should every Manager by his performance attract one capable man each year, our employment problem would be small indeed.

There is need to be sure of giving consideration to the type of man best suited to our proposition, for we must avoid employing the unfit.

The ideal man must have good health, be morally clean, mentally alert, intelligent and studious, have salesmanship qualifications and indicate strong evidence of possessing mercantile and executive ability.

He must have a personality to inspire confidence, a strong character, and the moral courage to meet unflinchingly every obligation.

He must be one who holds that honesty, integrity, and selfless service are the greatest business virtues.

There are many such men, friends of our Associates, who can be brought into our Organization only through the personal efforts of our Associates.

—L. V. D.

**GENERAL BUSINESS CONDITIONS**

The general business situation has given evidence of no fundamental change during the past month. Taking trade and industry as a whole, the summer recession appears to have been no more than normal, despite such retarding influences as the recent floods, the soft coal strike, and reduced activity in the automobile industry. Volume and profits are by no means satisfactory in all lines, but enough good business seems assured to maintain the good record of 1927 up to the end.

Measured by the volume of checks passing through the banks and by industrial consumption of electric power, business would appear to be running ahead of that of a year ago, while measured by factory employment and payrolls and by the railway movement of manufactured products it would appear to be running somewhat behind. Doubtless these divergencies are due to varying emphasis on different lines of trade, and their chief significance would seem to be in indicating the continuance of some unevenness in business, albeit that the average cannot be far from that of last year which was of record volume.

—National City Bank

**WHAT OUR QUOTA MEANS**

Every year business seeks to beat its own record of the year before. For example: We set a higher quota this year than we attained last year. It would be a sign of fatal weakness in us if the quota we set for next year should not exceed that which we hope to attain this year.

But have you thought of this? While we are setting quotas for business, which always spell a considerable percentage of increase, are we setting similar quotas for ourselves? When we hope to boost the gross business thirty-three and one-third per cent, do we, at the same time, consciously seek ways and means of increasing ourselves as much? Certainly, it must be that better and bigger business shall be found only through better and bigger men.

Let us by no means raise the quota of dollars and cents without raising it in Industry, Study, Work and the ability to do a better and bigger stunt within the field of our job.
THE MAN WE NEED

By C. H. McKELPIS, Manager at Phoenix, Arizona

Much has been said and many articles written on the man we need in the J. C. Penney Company. All Managers can tell us just the type of men whom they would like to have in their store. We should all like the Ideal Man, with education, culture, ambition, ability and integrity, which go to make up the ideal man, but they are only dreams on our part. The Ideal man is not to be had for the mere wishing or asking. He is made or developed right in our own organization.

Our stores are full of the right kind of young men, who, if directed properly, will develop into the Ideal Men we should like them to be. In ninety-nine cases out of one hundred they have been selected because someone saw in them a future Manager, men the Company would be proud to have.

First, let us show these young men now in the Company and the young men who will come with us in the future, that righteous living is the prime essential of a happy and prosperous career. They can readily see from examples set by others the wisdom of doing unto others as you would like them to do unto you.

Associates who are careless in their own personal conduct will naturally pay little attention to the finer things of life. You might develop them into good stock-keepers, keen salesmen, but without righteousness they would soon be unscrupulous and grasping.

Secondly, I should say that the man must love his job and be so devoted to his work that he will not be wholly contented except when he is actually on the job. When starting out, he should feel that the position is just a stepping stone to something better and he should do his work so well that no one else could do it any better. If he loves his work, he will study his job and take advantage of every opportunity to learn more about it. The first thing he knows he will be advanced to bigger things and more opportunities.

Love of work breeds a fine disposition and character and a willingness to co-operate with every part of our Organization. It makes for a finer feeling toward the other fellow and a desire to help every good cause that comes along.

Young men can all keep their eye on that golden star, somewhere up in their sky, and dream of the day they can have some of the things they see other people have. They should. It’s ambition. But don’t forget to trace back the careers of successful men and see the sacrifices they have made to reach that goal and observe the joy they are bringing to others by having reached it.

Take along with you on that joyful trip up to your goal a generous amount of sympathy and understanding of the other fellows’ needs and use it all the way if you expect people to say when you are old:

There goes a man.

Our Type of Man

By N. CLAUSEN, Manager at Devils Lake, North Dakota

Somewhere among our 885 stores spread over this broad country of ours is the man we need. Perhaps he is just a basement boy, or is he fourth or fifth man, or possibly he is a real Manager. I do not know. But many of us kid ourselves into the belief that the J. C. Penney Company needs us just because we are getting along, floating on prosperity and being carried along by the mighty momentum which our Company is acquiring as the years roll by.

In our (the Managers’) very commendable desire to gain advancement and influence, it is well to stop and think of others, especially of those coming up through the ranks, because down in those ranks is perhaps the man we really do need. It is well in moments of vanity and pride to remember our humble beginning and to admit to ourselves, at least, that our prosperity was not all of our own making.

Many of the men in the ranks have perhaps more ability, a better personality, than the Manager. It should be the aim and purpose
of every J. C. Penney Company Manager to encourage and give such men the opportunity which is rightfully theirs. By that I mean that in all his actions and dealings with the men under him the Manager should always let promotion be earned on its own merits and not on fancied desire to please someone or hold back promotion because of a personal dislike of a man who otherwise is the man for the job.

THE MAN WE NEED must love his work because it is his work and because he is paid for that work both in cash and in opportunity. It is not enough to spend many hours in the store, but into those hours must be crowded his best thought and ability to handle the job assigned to him, be it a Manager’s or a salesman’s job.

THE MAN WE NEED will work as hard or harder in the store when no one is watching him. He will take pride in friendly competition and try to do his job better than anyone else could do it.

THE MAN WE MOSTLY NEED, be he Manager or First Man, is the fellow who sees in the Newcomer another opportunity for building a bigger and better J. C. Penney Company. His business judgment, if he be a shrewd observer of results in business, should teach him that only by passing on to others his tested experience and knowledge of details can a business grow secure and safe for the next generation. In doing this, he is following nature’s law, for even though he himself passes out of the picture, his knowledge and experience will grow and create new ideas in the man he so carefully trained from the moment that man entered his store.

THE MAN WE NEED must have breadth of vision. His opinion must not petrify into the idea that his interests must be the first to be considered. An altogether selfish man is dangerous within his sphere of influence, for selfishness begets selfishness and perhaps before we sense the danger every-

one is for himself and the devil takes the hindmost.

It is, therefore, imperative for the MAN WE NEED to consider his job as a part of the whole and for the good of the whole Organization. He must develop a disposition that will accept orders from other members of the Organization, not because these members have the power to enforce such orders, but because such orders serve the best interests of the Organization. It is a good plan for the MAN WE NEED to try to see the future of the Organization as it is seen and conceived by the Executives, and that takes careful thought and much study.

THE MAN WE NEED must not worship at the altar of material prosperity, for then it might become his religion and surely such a religion would be the root of all evil. There is danger of losing one’s independence of thought if wealth is one’s only aim in life.

THE MAN WE NEED must have a wholesome respect for material prosperity, for most wealth was created by clear hard thinking and hard work, and that kind of material wealth lasts the longest because the possessors are conscious of the effort it took to create it.

AND then, last but not least, THE MAN WE NEED must be a law-abiding citizen with respect for authority and the Constitution of the United States. He should be well informed on National and especially on local questions so that his vote always will be a vote for the progress and betterment of his country and community. I believe that the prosperity of an individual incurs more responsibility toward those not so fortunate as himself. If he is the right kind of citizen, he will help others on his own volition, because such action creates contentment and serenity of mind.

If we do that, we shall create treasures for our Organization and ourselves that none can take away or destroy.

What We Look for in a Man

By GEORGE E. MACK, Manager at AshTabula, Ohio

He has his goal definitely in mind. He has analyzed his personal equipment (mental, physical and moral), noted his weaknesses and has set about acquiring the necessary characteristics that will develop him into the MAN WE NEED. He has analyzed his time and has discarded from his program all time-wasting and energy-wasting activities. He is concentrating on the necessary, worthwhile things. He sees what should be done and does it. He works hard, intelligently and makes every minute count. Certainly THE MAN WE NEED has initiative and is industrious.

THE MAN WE NEED is one who devotes his very best effort to his task. He senses the joy that comes from doing a thing as well or better than it has ever been done before. He is one who always does his best because he is ambitious to succeed.
He is alert. He is inquisitive and uses all the educational means that are available to all our Associates to improve his knowledge and thus increase his power. He never lets a situation pass without his learning the lesson it contains. He takes nothing for granted.

THE MAN WE NEED will be anxious to teach the newcomer all he can about the work at hand. He will realize that what he learns and the things that come to him are not his to keep, but to use, improve upon if possible, and then to pass on. As he receives from those above, it is his duty and privilege to pass on to those below. Each Associate helping another in this way means that we all shall climb. It is only by such a method that our Company has reached its present status. It is only by the continuance of applying this principle of Helpfulness that we can expect to fulfill, in even a degree, the responsibilities that are ours.

THE MAN WE NEED will develop the ability to co-operate with all other Associates and with our Executives. He will discover the great benefit that comes from complete co-operation with all principles and policies sponsored by our Company.

He will experience that feeling of safety and pleasure that attends crossing the Ocean upon the Leviathan. One who fails fully to co-operate will be traveling alone and find himself as one trying to make an ocean voyage in a rowboat.

The value and necessity of co-operation need not be further stressed here. It is sufficient to remember that we are a co-operative institution and the more consistent our co-operation, the greater our collective and individual progress.

THE MAN WE NEED is one who values the privileges of his citizenship. He recognizes his civic responsibilities. He uses his franchise intelligently. He lends his full share of support to those agencies, church, school and clubs, that make a community a decent place to live in.

THE MAN WE NEED has gained the right attitude towards material prosperity. He has learned that the true value of money earned is not so much what it will get for him, but that it is a measure of the service he has rendered. His aim is to ever widen the circle of our Company’s service and to make that service as good as possible. He aims to live a life that is useful and, therefore, creditable and honorable.

THE MAN WE NEED, having these ambitions, places material prosperity at its proper level. He realizes the desirability of reasonable wealth, but understands that first must come Service and that material prosperity is the reward of that service. His entire energies are, therefore, concentrated on doing the very best he can at all times. He remembers that money will buy nearly everything but a ticket to Heaven and that that must be earned.

The Standard We Set
By D. C. ANDREWS, Manager at Danville, Illinois

THE history of our Company in the past has been and in the future will be largely the biography of our men. THE MAN WE NEED, therefore, should have certain persistent qualities which will build in him a greater man and he in turn will help in building a still greater J. C. Penney Company. Let us set a few of these qualities before us—use them as a guide in securing new men for our Organization and also look into our mirror and ask ourselves in which particular one we are lacking.

THE MAN WE NEED is an outstanding factor for righteousness in life. This is a quality that has been characteristic of the great men of the ages and no one denies it as one of the most important prerequisites of success. Our Organization founded upon the Golden Rule needs men who believe in it implicitly and practise it in their daily life.

We need a man who devotes his best thought and power to his work—a man who enjoys his work, who will bend every effort and leave nothing undone that will help achieve success. He must be a man with a purpose and the will to labor to accomplish that purpose. If we devote our best thought to our work, constantly analyzing our job and then put all of our power behind it to see it through, it is bound to secure what we most desire—Success.

ANOTHER outstanding factor that should be found in this man is his desire to know everything there is to be known about his Job. He should never feel that he has ever reached the point where he knows enough about it, but should always take the attitude of What can I learn that will build me into a better merchant—help me to render better Service to my Company and to my Community? He should then, speaking in terms of golf,
FOLLOW THROUGH.

Mr. Sams has said, "No man has actually learned, until he can sell to someone else that which he has learned."

Therefore, we need a man who has the impulse and desire to teach his Associates everything he has discovered about his Job. The conscientious studying of one’s Job in our Organization will, I believe, create of itself the impulse and desire to teach others. And he in turn while teaching others, learns more of his own Job. So one helps the other.

Every big man, every large organization, is made by Cooperation. They attain a success by co-operating with others they cannot attain alone. THE MAN WE NEED must be able to co-operate with others in our Organization and must have the disposition to develop his ability along that line. It is the work we do to help the other fellow on his job, meeting him with the right mental attitude, adjusting ourselves to his working conditions that makes ourselves and our Organization greater and stronger.

MATERIAL prosperity is a necessary factor in the life of every man and organization. He owes it to himself, his family and his fellow-men to be prosperous, for it is through each individual's prosperity that our nation as a whole prospers. Yet one should not make the serious mistake of placing an exaggerated valuation on his prosperity and consider it the first or only thing in life. To have money and the things money can buy is a fine thing, but one should never lose sight of the things money cannot buy.

Every man should give a reasonable degree of thought and his ability to his country, should endeavor to be a good citizen, should be loyal, pulling his share of the load and working for the best things in his city, his state, and National affairs. Good citizens make for a better nation and bring real happiness to us all.

We need men far above the average and men who will develop themselves to even higher planes. As I said at the beginning, our men are writing the history of our Company. Let us make it an outstanding history that will survive generation after generation. To do this we must have men who stand for the better things of life, men with a noble purpose and with the will to labor to achieve it. The result can be but one thing—a greater J. C. Penney Company.

What is Expected of an Associate

By J. B. ATKINSON, Manager at Fond du Lac, Wisconsin

HE MAN WE NEED is the man who has the desire and the will to succeed.

Above all else he must have that indescribable something that we call a desire for success. But the desire alone is not enough. He must have back of it that driving dynamic urge that we call the will to succeed.

Thus it seems that after all there isn't so very much that our men must have—just the desire and will of success. Yet those terms mean a great deal. The desire must be based on fundamental facts—in innate tendencies, vision, character development.

The will is not so simple either. It means spiritual, mental and physical driving power coupled with those other great forces—the impulse to learn and the skill to impart to others the knowledge that he has gained. That same will will give him the cooperative spirit that makes coordinated effort so fruitful. It gives to him the will to serve and enables him to place a just and equal valuation upon economic goods and will prevent him from permitting the lure of material prosperity to overshadow his desire to serve.

HOW are we to know if he has the desire and the will to succeed? Can we measure such things? I believe that we can.

First of all, he must have led and continue to lead a righteous life. That does not simply mean going to church. It means faith—faith in himself and faith in his fellow-men. It implies a discriminating knowledge of right and wrong in that he will always follow the right path. It implies service because righteousness can only be measured in terms of service.

With service as the background of his life, he will devote the best that is in him to his work. He will find in it an inspiration—a goal. Because he is not merely working at a job, he is serving the needs of mankind.

If he can get that inspiration from his work, then it follows that he will desire to know all that there is to be known about his work. His desire is to improve his service and he realizes that he cannot do it unless he has knowledge of that which he is trying to do. He realizes that more good will result from his efforts if he is able to point out facts that will increase this service. Then, too, it will give him the pleasure of being able to suggest those things that, because he understands all
there is to be known about them, will give the greatest satisfaction and service.

Such effort has made of him a big man. He looks at things in a big way yet he sees them in their just relation. He realizes that he alone cannot do it all, so the same impulse that encouraged him to know everything there was to be known about his job will cause him to teach it to others. In them he can see his service being carried on.

It is in such efforts that real co-operation is found. It is a realization that no one man can do it all. He understands that teamwork is necessary. One man seldom makes a sale. The advertiser, window trimmer, stockkeeper—they all help. The MAN WE NEED appreciates that fact and, when he gets those groups together, if knowledge with the idea of resulting service is passed around, we have real productive co-operation.

SUCH co-operation is bound to bring material prosperity to our man. He justly deserves it and there isn’t a doubt but that it will be justly appreciated. Through his life of service he has gained so keen an insight into the value of things that prosperity can never change it.

THE MAN WE NEED must be educated. I do not mean that he must have spent a certain number of years in an educational institution. That isn’t necessary; in fact, it quite often doesn’t mean a thing. But not having had the opportunity to enjoy such an advantage is no excuse. The knowledge that can be acquired by any one with reasonable powers of absorption is limitless. Knowledge that can be obtained from books is within the reach of everyone. It is just up to him to take it and once having it he must pass it on to others.

THE MAN WE NEED must have the courage of his convictions. If a problem arises, he must tell what he thinks and not just listen to the other fellow. If he is a conscientious thinker, quite often he will be right and as a result of this courage new ideas are developed.

We have all heard people speak of the average man. If you ask them just what they mean, they cannot tell you. I don’t know who or what Mr. Average Man is, yet I feel that THE MAN WE NEED must be above the average. We have characterized him as needing the Desire and the Will to succeed. In summarizing the essentials of those two qualities, we might list—A life built upon service, with a background of knowledge and helpful co-operation.

**The Prospective Associate**

*By EVERETT BLAKE, Manager at Meriden, Connecticut*

HOW deep do we sound when we seek a new man for the store? What type would a composite of the requisitions for new men produce? “Experienced” would be the outstanding quality of the requisitioned man—experienced dry-goods man, or an experienced shoe man, or an experienced something else surely! Granted that he will solve an emergency in the local store, is it the previous experience of the man that the Company can use to the best advantage ten or fifteen years hence?

Let us not minimize the value of experience. But are we not too apt to place undue emphasis on this and not allow enough consideration for the intrinsic qualities from which we must develop the men we need in the future?

THE MAN WE NEED must have a well-balanced outlook on life which will insure a loyal attitude to his job, a righteous attitude toward his private responsibilities, and an attitude of service in his relations to society.

**W**e need the young man who chooses merchandising as a field in which he can labor and study, and prepare himself to render a useful service for which he will receive a fair reward. WE NEED THE MAN who will devote his best time and thought to his work with the impulse and desire to know everything there is to be known about his job; the man who will analyze his task and himself, interested equally in improving both; the young man, ambitious and anxious to learn from others, ready to recognize his own weaknesses and to discipline himself that he may be better equipped to perform his work.

WE NEED THE MAN who will acquire the ability to co-operate with other members of the Organization and who will appreciate his opportunity to learn from those who have gone before him. In considering what the J. C. Penney Company may mean to them, too many men do not think beyond the salary and financial benefit accruing, while they are actually being offered an opportunity to learn the business methods and practices upon which has been built the largest chain store organization in its field. “Previous experience” may favor former methods, but we need the man who can learn through co-operation the methods of this Company—the man who will by constant study keep abreast with the progress of

*September, 1927*
business and who will be able both to recognize the valuable in new ideas and new methods and to adapt them to his problems.

WE NEED THE MAN who can develop the capacity of leadership. Co-operation was an outstanding factor in the development of our Company, and now as ever the Company demands the same spirit in the leader who will be quick to instruct those responsible to him and to give them the benefit of the knowledge he has absorbed from others. He will be anxious to see those following him learn from him as he has learned from others, and he will be careful to give exact knowledge of the problems of the business.

WE NEED THE MAN who will be able to stand the test of material prosperity—the man who will value it as a necessary factor in life, but not place upon it an exaggerated valuation that makes it the first or only thing in life.

When he has attained a sufficiency for himself and those dependent upon him, he will continue to devote his time and talent to the Company that has prospered him, and will receive his greatest satisfaction in the joy of seeing others prosper, due in part to his leadership. We have no place for the man who covets a selfish goal or who like the man in one parable of Jesus, having gained abundant crops, speaks thus,

And I will say to my soul, “Soul, thou hast much goods laid up for many years; take thine ease, eat, drink and be merry.”

But God said unto him, “Thou fool, this night thy soul shall be required of thee. For man’s life consisteth not in the abundance of the things he possesseth.”

WE NEED THE MAN who, in representing the J. C. Penney Company in a given community, will recognize his responsibilities as a citizen of that community, and who, in the interest of the locality which supports his business, will stand ready to devote a fair portion of his time and ability to the accomplishment of civic betterment.

FOR the present and for the future WE NEED THE MAN of character with a well-balanced outlook on life, the man righteous in personal affairs and loyal to duty—the man eager to learn, ready to serve, and with a humble self-confidence determined to succeed and then equally eager to share with others what he has learned and what he can produce.

The experience of the man may be an additional asset, but his years of experience will be of little value to the Company if he lacks a sound character. For character coupled with hard work and a common degree of intelligence will generally produce satisfactory results.

### FALL CONVENTIONS—1927

**EASTERN DIVISION**

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**WESTERN DIVISION**

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**OFFICIALS**

- **Chairman**: A. W. Hughes
- **Vice-President**: G. G. White
- **Third Vice-President and Treasurer**: F. W. Binzen
- **Merchandise Department**: R. S. Fidler
- **Advertising Department**: WM. M. Bushnell
- **Merchandise Department**: W. H. Dayton
- **Employment Department**: Employment Department

**KANSAS CITY SESSION**

- E. E. Neptune, Lawton, Oklahoma
- H. W. Glass, Emporia, Kansas

**Banquet Speaker**: H. L. Hoagland, Kansas City, Kansas

**ATLANTA SESSION**

- L. M. Ross, Goldsboro, North Carolina
- J. J. Baker, Augusta, Georgia

**Banquet Speaker**: P. G. Sherbondy, Concord, N. C.

**SPEAKERS**

**WESTERN DIVISION**

**CHICAGO SESSION**

- J. L. Duffy, Freeport, Illinois
- A. Sinclair, Manitowoc, Wisconsin

**Banquet Speaker**: J. B. Atkinson, Fond du Lac, Wisconsin

**ST. PAUL SESSION**

- B. O. Refvem, Madison, South Dakota
- F. F. Schuck, Faribault, Minnesota

**Banquet Speaker**: H. A. Hansen, Virginia, Minnesota

**PORTLAND SESSION**

- D. R. Johnson, Sandpoint, Idaho
- R. E. Taylor, Longview, Washington

**Banquet Speaker**: N. G. Lowry, Aberdeen, Washington

**LOS ANGELES SESSION**

- D. G. Spencer, San Fernando, California
- W. J. Arnold, Marysville, California

**Banquet Speaker**: W. B. Hicks, Albuquerque, New Mexico

**SALT LAKE CITY SESSION**

- E. D. Faulkner, Longmont, Colorado
- R. P. Robinson, Twin Falls, Idaho

**Banquet Speaker**: Hyram J. Hanson, Malad, Idaho

**NEW YORK CITY SESSION**

- J. E. Adams, Auburn, New York
- J. H. Bell, Lancaster, Pennsylvania

**Banquet Speaker**: E. T. Reissner, Oneonta, New York

**CLEVELAND SESSION**

- J. W. Scoogg, Petoskey, Michigan
- George E. Mack, Ashtabula, Ohio

**Banquet Speaker**: O. L. Harris, Richmond, Indiana

**ST. LOUIS SESSION**

- E. B. Michael, Centralia, Illinois
- P. V. Alexander, Corpus Christi, Texas

**Banquet Speaker**: E. G. Ruffner, Port Arthur, Texas
WHAT WOMEN ARE BUYING

By ELEANOR MULRONEY, Advertising Department

Illustrations by MARTHA LANGGUTH, Advertising Department

A PEEK into the attic which still rustles with taffeta petticoats and reveals the amusing bustles and leg of mutton sleeves of not so many years ago discloses, too, the “best” and “second best” dresses which were the pride of the elegant lady of yesterday. Costumers, designers, ready-to-wear buyers and our own dependable dressmakers have banded with fashion magazine editors and newspaper advertisers in practically every corner of the world to displace the “Sunday” dress.

A vocabulary which the lady of fashion of a few years ago would not recognize is headed with one illuminating word—STYLE. The “good old days” when mother bought Mary Jane a dress or coat large enough to do another year and her own dresses were fashioned from a material of which she proudly declared “there is no wear out to it” are days more or less forgotten. True, service is still an important factor but frocks and coats, for young and old, are selected with an eye to their adaptability to the styles of a year hence.

A NEW chapter is being written in the history of the ready-to-wear business. A fascinating field awaits the alert saleswoman who is sensitive to the psychology of the modern woman. Every woman, in and out of our cities, is keenly interested in clothes. Whether she can afford the stunning garments that are pictured for her every month in her favorite magazine or the modish styles that are displayed so temptingly in shop windows, she imagines herself in them whenever she sets out to add something new to her wardrobe. She longs to be attractive. Consequently, she is susceptible to timely suggestions and hints from interested salespeople.

Each season presents an alluring opportunity to introduce “what’s new” and to “sell” it to your customer. Fall, for instance, is an especially suggestible season. Hot weather is trying to nerves and dispositions—to say nothing of the clothes which you are sick to death of.

The first hint of a drop in the temperature sends women hurrying to the nearest ready-to-wear department, you can take it for granted that she is interested in a frock, coat or suit that will make her appearance smarter than her old clothes have succeeded in doing. For some reason she feels that a new garment is necessary. Unless she has anticipated your question with a request for a dress around a certain price, you can approach much more successfully from another angle.

The clever ready-to-wear saleswoman merchandises her stock for every customer. In an instant, she knows approximately how many garments she has which will be becoming and will select one of the best in order to discover the type the customer has in mind and the price she wishes to pay.

MORE often than not, your customer has only a vague idea of what she wants. She welcomes tactful suggestions and hints on what line and fabric of the season will be most becoming and flattering to her. A delighted customer sent out from your ready-to-wear department is one of the best advertisements possible for your store.

Concrete examples of what we mean by showing only garments that are suitable to the particular customer may help to illustrate the possibilities of suggestive selling in ready-to-wear. Vanity is the vulnerable point where clothes are concerned. Unless a frock or coat is becoming, the woman of Fall 1927 will not be coaxed into buying it or, if she is, you have lost a possible customer and valuable friend.

Fitting the large figure is one of the problems of ready-to-wear salespeople which demands particular attention and a great deal of tact. The first dress which is shown such a customer must be
one that will give the illusion of slender lines so that your customer becomes confident in your ability to select the best garment for her. Now you have become her friend—she will tell you that she hadn’t thought of paying quite so much, perhaps, but that she does want to get something especially becoming this time!

Again, here is the salesperson’s chance! A discriminating selection from your stock will convince Miss Teen or Twenty that you have the style information she demands. Perhaps the type of frock or the color is not what she is seeking but if the first garment you show has been in her size and especially modish in line, the business of getting her interest has been accomplished.

A slender miss, in junior or regular size, is particularly fortunate this fall season. For her the snug-fitting hip-line and cleverly flared and draped skirt has been designed. Her mother, if she is inclined to be a little stout, will not be pleased with your selection, however, of a frock with a low-placed girdle and a too-short skirt.

Charming styles for more mature figures will be hanging on your racks waiting for the opportune moment to be displayed. Tailored lines with a discreet drape, the shiny and dull surfaces of satin crepe fabrics, lovely touches of white and flesh at the neck and cuffs—all of these are details that suggest frocks of this type for certain of your customers.

So far, our observations have had to do chiefly with dresses. The very same procedure is true of coats. Practically every woman is a more discriminate shopper than she was a few years ago. She has developed a clothes consciousness—a knowledge of becomingness that makes a “hit and miss” selection impossible. Perhaps she does buy inexpensive clothes, but not because they are “cheap”; rather because they have copied a certain style and smartness of more exclusive garments successfully.

This brings us to an entirely new angle of the ready-to-wear business in our stores this fall. Mrs. Bolger, whom you all know as the Buyer of junior apparel in Department E, spent a delightful few weeks early this summer seeing the sights in and around Paris. Although it was a pleasure trip, Mrs. Bolger could not resist making a study of garments displayed in shops, the names of which, at least, are familiar to most of us. That was just the beginning.

She didn’t see why some of the charming French models couldn’t be bought exclusively for the J. C. Penney Company. As an experiment, she brought back several with the idea that the models could be purchased over there and copied in this country at a fraction of the original cost.

Exact reproductions of these charming models will be sold in our stores this fall—and in our stores only! Here is an exceptional opportunity to establish your ready-to-wear department as the style headquarters of the community.

A FEW moments of careful study of the current magazines, a careful investigation of the garments you have to sell and you will be ready to tempt the next customer in your department to a more becoming costume than she has had for many a season!
GOOD IDEAS

A PLEASED CUSTOMER

A LADY came into the ready-to-wear and bought a brassiere. She was very much discouraged. She was "losing her girlish figure," to quote her own words. She said she couldn't get anything to look good on her. The saleslady showed her the dresses in her size and fitted them on her. In doing so she noticed the woman was not properly fitted in a corset. The saleslady told her of a certain corset that we had in stock which she thought suited the woman's figure. She then asked the customer if she wouldn't like to try the corset with the dresses. The customer had about given up hope but consented to try it. Before she left the store she bought a dress, a corset, and a brassiere and left the store pleased and satisfied customer.

—V. S., Jerome, Arizona

WINNING A NEW CUSTOMER'S CONFIDENCE

MR. A came in one day last fall and purchased some underwear for himself. It was his first visit to our store and I had not yet made his acquaintance. So it was my business to find out as much as possible about the size of his family and his earnings, as that would give me a greater opportunity to introduce our values to him.

When he had made the desired purchase of underwear and expressed satisfaction at our quality and price, I placed some soap before him on the counter and talked to him about them as I wrapped up the underwear. He didn't seem to need soap although he took the suggestion kindly. Then when I had given him the package and change, I expressed the desire to show him further through the store and acquaint him with the good values in the different departments provided, of course, that he had a few minutes to spare.

He agreed that he did have, so I took him to the clothing department first. Taking from the rack a suit which I thought was his size and one in which he might be interested, I placed it before him and explained the quality, workmanship and style. I then got him to try the coat on to see how well our coats were cut to fit. He seemed well pleased with the suit and bought it without hesitation. I took his name for our alteration memo and it was at this point that I introduced myself.

Mr. A was now quite a bit more interested in our values and told me he had three boys to buy suits for and that Mrs. A would need a winter coat and dress real soon, so I showed him our young men's and students' suits and spent about thirty minutes more showing him our remarkable values in other departments, explaining as we went along, the J. C. Penney Company's policy of operation which made such values possible.

Mr. A left the store sold on our values and Company policies and, as a result, he has been in several times since and to date we have sold him five men's suits, two overcoats, one lady's coat, one dress, footwear and other items, amounting to quite a large sum. What's more, Mr. A has brought us many of his friends and has helped, in a way, to sell our values and policies to them.

—M. W. S., Marietta, Ohio

TACTFUL SILENCE

QUITE frequently an Associate is called upon to take sides in an argument between parent and child. This is an occasion when tact is needed.

In showing a mother some shoes for her boy, I was called upon to settle an argument between oxfords and high shoes. The mother wanted the high shoes and the boy wanted the oxfords. To decide in favor of the oxfords would have made the parent angry and I should have lost the sale. While the argument was going on I kept silent. The mother objected because at one time the boy had had ill-fitting oxfords which had worn out his stockings. I put on a pair of shoes which the mother liked and then excused myself for a moment. In another part of the store I saw a friend and called her over.

I showed the second lady some new oxfords we had just received. I knew her to be a friend of my customer and a good believer in oxfords. My first customer said to the second lady, "Do you let Kenneth wear oxfords?" The second lady answered, "Surely, I always do when I get them here because he always gets such a good fit." My customer replied, "Well, then, Robert, you can have your oxfords, if they will give you a decent fit."

While my customer and friend talked, I fitted both boys. Not only did the boy get his oxfords but we gained the confidence of his mother in our ability to fit shoes. A friend can often help you if called in at the right time. In this case I said nothing but let the friend say it for me. I did not argue with my customer. Tactful silence is sometimes as worth-while as a good sales talk. We gained the customer's confidence and goodwill.

—J. N. M., Longmont, Colorado

A KNOWLEDGE OF THE GOODS

MY customer wanted to see boys' shirts. I took her to one of our tables on which we were showing some, priced at 98 cents, and she selected one. I suggested shirts for her husband, telling her we had received a new shipment and, as she was interested, I showed her several patterns.

She said they were pretty but her husband was a large man and could never get a fit in a ready-made shirt. I unpinned and opened one of our size 16½ shirts and pointed out the features of its large size.

1. The armholes at the shoulders are cut large and roomy.
2. The 32½-inch back with the front cut ¾ of an inch longer.
3. The tail of the shirt at the front made with an inch and a half fly that keeps it closed.
4. The six fresh water pearl buttons.
5. The fast colors of the printed broadcloth and the woven colors of the madras material launder excellently, giving the shirt a clean, fresh appearance at all times.

She took two and asked for a better boy's shirt, changing the 98 cents percale for a madras that sold for $1.49.

—H. J. W., Gallup, New Mexico

ACTION AND REACTION

RECENTLY a carnival came to our town. One of the showmen, while trading in our store, made the following remark: "When we go into a town and I want to buy something, I always go to J. C. Penney's. "Why?" I asked. He replied, "Because I know you people will give me good value for my money and your salespeople are so cheerful." The action here was giving service and full value for money. The reaction won a customer and his confidence.

—D. G. H., Vernon, Texas

NEUTRALITY IN A SALE

A MAN, his wife, her sister and husband came into the store with a boy of sixteen to help him buy a suit, plenty of help I assure you. I tried on suit after suit. One didn't like this, another didn't like that.

One would ask me "Don't you like this suit on him better than that?" or "What do you think he should wear with his red hair?"

To all questions I was neutral, selling the quality and fit of the garment as well as the price, keeping myself in the background as much as possible but on the job all the time.

I sold the color to the boy, the price to the father, the fit to the mother, the style to the aunt and the quality to the uncle. They left the store satisfied that each had bought the suit and I was satisfied with a sale I had made under circumstances that were very trying.

—R. S. M., Williston, North Dakota
BELL, CALIFORNIA

A STORE meeting was called to order by the Chairman, Mrs. Weeles, on June twenty-second. The meeting was opened by the singing of Smiles.

The minutes of the previous meeting were read and approved.

Subjects to be discussed were then in order.

Mr. Buffington spoke on The Volume of the Sales That Make the Most for the Company. He spoke on shrinkage, waste and many other such things that must be constantly kept down if a store is to prosper.

Mr. Carlson then took up the subject, What is the Relation Between Sales Volume and Mark-up and Mark-down. He spoke of the fact that mark-down should be taken in time in order not to take too much depreciation. He also mentioned that salespeople should sell all over the store instead of in one place.

Miss Snyder then spoke on How to Determine Our Retail Price. She mentioned that risk merchandise carries the most profit.

Mrs. Simmons spoke on What Happens When Mark-up is Out of Line.

The discussions were then finished and the meeting was closed by singing America.

—MRS. BRADFORD, Sec'y

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WALLA WALLA, WASHINGTON

THE J. C. Penney Pep Club of Walla Walla, Washington, held its regular store meeting Thursday, July seventh. All members of the club answered present to the roll call except Mr. Wayne Farris, he having been transferred to the Elkhart, Indiana, Store.

Mr. Farris was the Club's first chairman. The J. C. Penney Pep Club wishes Mr. Farris unlimited success. We feel keenly the loss of our Mr. Farris; but at the same time take our consolation from the fact that some other organization will be the richer for his coming. May good luck and prosperity attend him always.

Mr. Ostby gave the opening address of the evening, his subject being We Must Satisfy the Customer. He gave many splendid suggestions on how to handle complaints, how to adjust returns, and went into detail on how to treat each customer and his complaint.

Mrs. Wills gave a talk on Helping the Child Shopper, bringing out many new and original ideas of helping "Children" to get the right merchandise.

Mr. Allen followed with Study Your Merchandise and Stock, advancing many new methods on stock-keeping, and stated that a thorough knowledge of the merchandise and stock enables one to make a quick sale, thereby selling tomorrow's customer today.

Perhaps the best number of the evening was the blackboard demonstration given by Mr. Heater of his original ideas of increasing sales. Mr. Heater was formerly Manager of the J. C. Penney Store at Pomeroy, Washington. He also gave his very interesting experience in his first new store, from which all present gathered many helpful ideas.

Mr. Moore gave a most convincing talk on Confidence which applied to every Associate personally. At the close of the meeting Mr. Heater conducted an openhouse meeting for the purpose of enabling each Associate to bring the problems of his respective department into discussion and for solution. Many questions were asked and helpful suggestions made.

Mr. Moore extended an invitation to the Club to be guests of himself and Mrs. Moore at the next regular meeting.

—PEARL OLIVE STARRS, Sec'y

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ROSWELL, NEW MEXICO

ON the evening of July thirteenth, the Associates of J. C. Penney Company, Roswell, New Mexico, gave a farewell picnic and store meeting in honor of Mr. and Mrs. W. O. Clinton and W. O. Little who are leaving for their new location at Harlingen, Texas. After a very enjoyable evening spent in the country, the crowd drove back to town to the home of Mrs. S. H. Coffey, where our regular monthly store meeting was held. Mr. Clinton gave a talk, and thanked his Associates for the co-operation they had given him the four years he had been Manager of the Roswell Store. Mr. G. H. Hockenson, our new Manager, also gave us a talk, which was enjoyed by all. Short talks were made by the rest of the Associates, all wishing Mr. and Mrs. Clinton success in their new location.

After the meeting, music was furnished, and the rest of the evening was spent in dancing.

—CIRLA FRESQUEZ, Sec'y

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RICHMOND, INDIANA


The President of the club, Mr. Frank A. Roberts, opened the meeting. The minutes were approved as read.

An interesting talk on the topic, Superior Service Develops Good-Will, was given by Miss Martha Ulton.

Several articles were read by Mr. Leslie Anderson, including one from The Dynamo.

Our Manager, Mr. O. L. Harris, led a Round Table Talk on the subject Developing Good-Will. The main thought brought out was that if Good-Will is developed, the result will be a gain in business and also the acquiring of friends whose value cannot be measured in dollars and cents.

The meeting was turned over to the Social Committee. With the help of a portable Victrola a very amusing two-act vaudeville was given, entitled Two Old Crosses.

After various games, Bunco was played at five tables.

Refreshments were served by the Committee. The cakes served were in the form of crescents and were decorated with the letters, J. C. P.

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BREMERTON, WASHINGTON

MR. and Mrs. Alderson of Puyallup, Mr. and Mrs. Putman of Ballard, Mr. and Mrs. Smith of Ballard, Mr. Triesch of Everett, and the undersigned had a wonderful visit with Mr. R. L. Whitman at the Olympic Hotel in Seattle on the evening of the fifteenth of July.

Mr. Whitman talked to us for almost two hours, telling about his trip and what he had observed from the different reports of advertising men. It was very inspiring and I am sure that all of us received much benefit from the visit we had with Mr. Whitman.

It would certainly be fine if we boys could have a more frequent opportunity to meet different men from the various departments of our home office. This would enable us to exchange ideas and experiences, which would help us a great deal.

—R. A. JESSE, Mgr.

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FRANKLIN, PENNSYLVANIA

ON August tenth we held a joint Men's Store Meeting at Franklin. The following stores participated: Oil City, Beaver Falls, Sharon, Franklin, Meadville, Titusville and Grove City. Mr. Don L. Swart, Mr. F. H. Hartley and myself gave short talks, stressing the advantage of knowing stock and keeping detailed records of the sizes and numbers of various articles. Special addresses were delivered by Mr. Earle Cover of Oil City, Mr. Brannan of Titusville and Mr. H. A. McNiel of Franklin. The following attended the meeting:

Wm. J. Schneck
F. H. Hartley
Geo. W. Wolfe
Don L. Swart
W. Earle Cover
G. N. Strawbridge
G. E. Thorpe
J. L. Maynard
Paul Reynolds
Jas. L. Mason
W. A. Yeager
H. A. McNiel

Maurice M. Howe
Guy D. Lowry
A. O. Brannan
N. F. Boliver
S. L. Campbell
Norman Stratton
Geo. R. Fritz
Howard T. Bromley
R. C. Cox
W. E. Retz
Wm. Berry
F. A. Woods

The next meeting will be held at Grove City.

—F. A. WOODS, Mgr.

SEPTEMBER, 1927
The Functioning of the Employment Department

(Continued from page 9)

these files in order to avoid wasting time on someone who, for our purpose, is hopeless. Due allowance is made for those who had been put off on account of youth or limited experience. Quite a few of these are employed who at one time have been rejected. In the meantime they had taken our suggestion and added to their experience.

As the Employment Department's only reason for existence is the service it can render our Managers, it will always welcome any constructive criticism or suggestion as to how that service may be improved.

Mr. and Mrs. Paul F. Lund announce the birth of a son, Charles Edward, on June 23, 1927. Mr. Lund is an assistant to Mr. J. I. H. Herbert, Treasurer of the Company.

A daughter was born to Mr. and Mrs. F. F. Andriano, named Reita May. Mr. Andriano is an Associate of our St. Joseph, Missouri, Store.

Announcement is made of the birth of a daughter, Anna Marie, to Mr. and Mrs. M. E. Gentry on July 19, 1927. Mr. Gentry is Manager of our Denver, Colorado, Store (No. 479).

Announcement is made of the birth of a daughter, Shari Jaciel, to Mr. and Mrs. F. M. Butler on July 23, 1927. Mr. Butler is Manager of our Palestine, Texas, Store.

Our Employment Problem

(Continued from page 10)

viewing twenty-five men a day without one in the lot appearing who is up to standard.

Our most important requirement is the sincerity and desire of the applicant to prepare for his future. Our men have to have the imagination to see the goal and the determination and perseverance to reach it.

One cannot emphasize too greatly the importance of this selection of our men. In a recent survey among the customers of a large department store, the following reasons were found to be the most important in the eyes of the customers for trading in that particular store.

1. Confidence in Merchandise.
2. Right Prices.
3. Advertising Truthful.
4. Acquaintance with Salespeople.
5. Courteous Attention from Salespeople.
6. Few Mistakes and Those Quickly Rectified.
8. Apparent Appreciation of Their Trade.

Of these nine reasons six are the direct result of the work of the salespeople. The other three are just as certainly the result of the work of individuals. Whether it be merchandising, advertising, display, progress of any kind, that work in the J. C. Penney Company is being done by men, and must continue as the years pass to be so done.

Machinery may be used to produce automobiles, but the J. C. Penney Company product will continue to be the product of individual thought and work. The men we are employing this year must carry on this business in future years.

Making of Waverly Caps

(Continued from page 13)

In Waverly Caps the snap fastener is put in through the lining. This doubly insures the lining holding its original position. After a rigid inspection for possible defects, the caps are packed and shipped to our Warehouse. This brief description of the various processes of the manufacture of Waverly Caps is but a small phase of the activities of producing better headwear for the buying public. Our customers know us by our merchandise. Our standards of workmanship, quality and value are constantly upheld and will be improved as we continue to grow.
GRADUATES
of the
BUSINESS TRAINING COURSE

ONE of the Associates whose name appears in this list of graduates told frankly in his paper on Lesson Sixteen how he found time to complete the Course.

He wrote, "For a whole year I found time to do only three lessons. In the last nine months I have completed thirteen lessons. The reason is not that I have had more time, but that I have established a regular study hour for the Course. My advice to the Associate who is dragging along with the lessons is to buy a J. C. Penney Company alarm clock and set it at 6:00 A. M. instead of 7:00. An hour each morning at the study table is more profitable than under the counterpane."

This experience is doubtlessly shared by every graduate. Not MORE time, but BETTER USE of each day's time.

We present the following graduates for September:

MANAGERS
T. V. Baird, Uniontown, Pennsylvania
D. R. Johnson, Sandpoint, Idaho
A. E. Plume, Albia, Iowa

ASSOCIATES
Dean F. Allen, Norfolk, Nebraska
Bert C. Brady, Santa Fe, New Mexico
R. E. Cooley, Grand Forks, North Dakota
R. W. Crom, Richmond, California
Mrs. Ray Dean, Longview, Washington
Gilbert M. Elliott, Joplin, Missouri
Vernon M. Fay, Chillicothe, Missouri
C. C. Fuller, Cushing, Oklahoma
E. O. Jarman, Salem, Oregon
Irwin W. Kinsey, McKeesport, Pennsylvania
Rolfe C. Kraabel, Fargo, North Dakota
Hugo B. Meyer, Joplin, Missouri
Chester L. Patterson, Hastings, Nebraska
Anna Peterson, Decorah, Iowa
Irvin C. Purdy, Kenmare, North Dakota
Robert G. Rawson, Lewiston, Idaho
Golda Reece, Marshalltown, Iowa
George W. Scott, Marshalltown, Iowa
Peter J. Sinclair, Williamsport, Pennsylvania
G. E. Stanfield, Bakersfield, California
Lula Van Diver, Store No. 660, Denver, Colorado
Leo E. Wharton, Las Animas, Colorado