

“THE UNUSUAL  
IDEA PRODUCES  
THE UNUSUAL  
RESULT”



Class HF5438

Book 116

Copyright N<sup>o</sup> \_\_\_\_\_

**COPYRIGHT DEPOSIT.**



**COPYRIGHT 1911.**

**By James Samuel Knox.**

**Entered at Stationer's Hall, London, England. Protected by International Copyright in Great Britain and all her Colonies, and under the provisions of the Berne Convention, in Belgium, France, Italy, Spain, Switzerland, Tunis, Hayti, Luxemburg, Monaco, Montenegro and Norway.**

**All rights reserved.**

**(Printed in the United States.)**

# THE SCIENCE OF APPLIED SALESMANSHIP

---

A SCIENTIFIC SYSTEM OF INSTRUCTION WHICH  
CORRELATES THE FUNDAMENTAL PRINCIPLES  
OF SALESMANSHIP, AND THROUGH THE ART OF  
PERSUASION APPLIES THESE PRINCIPLES TO  
THE SALE OF GOODS FOR MUTUAL  
PROFIT.

## Volume II

By

JAMES SAMUEL KNOX

President and Founder Knox School of Applied Salesmanship.



KNOX SCHOOL OF APPLIED SALESMANSHIP  
Des Moines, Iowa

1911

HF 5438  
K6

# CONTENTS

## Volume II.

Personal Magnetism in Salesmanship	- -	7
The Law of Suggestion and its Relation to Salesmanship	- - - -	23
Will Power and How to Develop It	- -	73
Introduction to Lesson IX	- - -	99
Some of the Creative Faculties	- - -	101
Brain Fertilizers	- - - - -	109
Work	- - - - -	119
Work, A Tonic for Indisposition	- - -	126
Maximum Achievement	- - -	129
Expression and its Relation to Salesmanship	-	138
The Power of Persuasion	- - - -	157
The Art of Conversation	- - - -	164
Human Nature	- - - - -	177
The Five Senses	- - - - -	198
Studying Human Nature	- - - -	209
Introduction to Lesson XIV	- - -	217
The Ethics of Salesmanship	- - -	219
Health	- - - -	237

\$ 2.00

©CLA305327

NO. 1

Ext Jan 11-12

**SUMMARY OF THE COMPLETE COURSE OF "THE  
SCIENCE OF APPLIED SALESMANSHIP"  
IN FOUR VOLUMES.**

1. The Knox School of Applied Salesmanship and Business Science, offers a course of instruction covering four great departments.
  - 1st. Man Building.
  - 2nd. Business Building, Business Organization and Business Management.
  - 3rd. The Science and Art of Salesmanship.
  - 4th. Advertising and Business Letter Writing.

**VOLUME I.**

- Lesson I. Salesmanship Analyzed and Defined, and Memory Training.
- Lesson II. Personality Development, and Salesmanship Analysis.
- Lesson III. Business Organization and Management, and Mental Analysis.
- Lesson IV. The Mental Law of Sale.
- Lesson V. Mental Law of Sale Applied.

**VOLUME II.**

- Lesson VI. Personal Magnetism.
- Lesson VII. Suggestion in Salesmanship.
- Lesson VIII. Will Power and How to Develop It.
- Lesson IX. Developing the Mind.
- Lessons X. XI. XII. How to Talk so as to Influence and Control the Thought and Action of an Individual, a Committee or an Audience.
- Lesson XIII. Human Nature, how to Size up and Influence People, through a Study of the Forehead, Eyes, Nose, Mouth, Chin, and Human Emotions.

VOLUME III.

- Lesson XIV. Ethics. The Conduct of Individuals and Organizations.
- Lesson XV. Health, How to Care for It.
- Lesson XVI. Physical Culture Training, for Physical and Mental Efficiency.
- Lesson XVII. Dress and Appearance.
- Lessons XVIII, XIX. How to Write Letters that Get Business, Handle Collections, Etc.
- Lesson XX. The Retail Business.
- Lesson XXI. The Clerk.

VOLUME IV.

- Lesson XXII. The Wholesale Business.
- Lesson XXIII. The National Cash Register Selling Methods.
- Lessons XXIV, XXV, XXVI, XXVII. Insurance.
- Lesson XXVIII. Advertising.
- Lesson XXIX. Selling Goods on the Road.
- Lesson XXX. Evidence, and How to Produce it in Salesmanship.

**Get this Course and let it help you to make a lot of money you would not otherwise have made.**

Address all communications to Knox School of Applied Salesmanship, Des Moines, Iowa.

## LESSON VI.

### PERSONAL MAGNETISM IN SALESMANSHIP.

¶ "Personal Magnetism is energy expressing itself in pleasing form."

¶ When we talk about a magnetic person we think of an individual who possesses an attractive personality, one who can attract and hold people. This quality of magnetism is much greater in some people than in others. Some have developed it unconsciously, others have understood its laws and developed it naturally. All people possess this power of personal attraction or magnetism but most people do not know they possess it. Most people have a great deal of personal magnetic power but they do not know it, and therefore do not use it because they do not know how.

¶ Personal Magnetism is not yet fully understood. Authorities differ. Mesmer, the founder of Mesmerism, declared that a fluid escaped from the fingers which mesmerized people, if properly used. There is no way of proving that this theory is true, but Dr. Hudson declares that during all ages the laying on of hands has effected a cure, and

this cure was not effected entirely by the law of suggestion, although the law of suggestion enters into it.

¶ We shall quote the opinions of two noted psychologists on this subject: "People are generally influenced through three different processes. First, they are influenced by the use of the hands or gestures; second, by the use of the eyes; third, by suggestion, or that which is told them. Independent of these three processes there seems to be an invisible influence which is either a subtle emanation from a strong will power or a general impression made through the combination of the three processes referred to above. If we grant the existence of telepathy or thought projection, which many do not at all question, we must admit an influence exerted from this source. Whether there is, or is not, this emanation, which makes an individual magnetic, we need not discuss, because if this subtle fluid exists it is under the control of the mind, and is developed by the processes herein described. So to exert the influence known as Personal Magnetism, one should follow the processes herein described, whatever may be his theory as to the cause. It is fallacious to suppose that one cannot be magnetic if he is not born so. Undoubtedly it is easier for some people to acquire Personal Magnetism than it is for others. Undoubtedly some come into possession of the power

hardly knowing how it is acquired, as some people learn arithmetic with comparatively little study, others have a natural gift of language and still others seem to be born financiers. It by no means follows that no one can become a good mathematician who was not born such, otherwise our schools and colleges would be of little value. Some persons learn Personal Magnetism in half the time required by others, but those who learn it slowly may acquire the same degree of proficiency by the application of twice as much time and work. In using the term Personal Magnetism we use it simply because the term expresses to the average mind the influence that one person exerts over another.

**How to Use the Eyes**      “In approaching a person always look directly at him. You may look him in the eyes, you may look at the root of his nose, between the eyes, or if you look at him for any length of time you may change your vision from a little above to a little below these points, but do not look away, at least not so long as you are making a definite proposition which you wish accepted. In talking to a person for a length of time you may rest your eyes by looking away during a portion of your conversation, but when you reach the climax, that is, when you reach the point that you

wish to be effective, look directly at the person to whom you are speaking, either in his eye or at the root of his nose, and learn to look with a firm and steady gaze. A winking, blinking eye will not influence people.

¶“Have a determined look. You cannot look determined unless you are determined. If you walk into an office to approach a man who is seated at his desk, look at him when he raises his eyes to give you an audience. Do not look away nor drop your eyes when you go to make a proposition, but ask him for what you wish, state your business in a few words, in a clear and forcible manner, looking directly at the person to whom you are speaking; being determined that you will influence him, determined that he shall do as you wish. If you desire to influence a man, do not, if you can help it, let him look away from you at the critical moment. If he looks away he has an opportunity to reflect upon your statements, and he is much more apt not to accept them as true than if he is looking at you. Various devices are resorted to, to get the attention of people at critical periods in conversation. If the man ceases to look at you, you will find that if you look away he may take advantage of this opportunity to look at you; as soon as he does so you should look back very quick-

ly into his eyes and you will be likely to make your point before he feels like looking away again. Traveling men sometimes take a picture or some illustration pertaining to the conversation out of their pocket and show it to the man. After he looks at it, the next impulse is to glance at the speaker to hear what he has to say. If you are sharp and quick you may improve your opportunity and make your point before he looks away. Much more may be done in this connection. The student will have to resort to his own ingenuity as the circumstances present themselves."

¶I have used my forefinger to good advantage. Sometimes a little pearl handled knife, or even a pencil, has served me well. "When another person is talking to you it is better not to look at him all the time, but frequently look away, not down but off to one side; this will give you an opportunity to reason and reflect upon what he says. People who have not made a careful study of this subject ordinarily imagine that if a man is talking to you and you look away it is because the other man is controlling you, he is dominating you, he is forcing you to look away. This is a very erroneous view to take of the subject. Your looking away is a matter of self-protection. It affords the only opportunity for reason and reflection, no matter how much will-power you have or

what your attainments may be. If you look directly at a man during the entire time he is talking to you, and the man understands his business, he will influence you just as certainly as one and one are two. You may not do what he wishes. He may ask too much and you may refuse, but he will certainly influence you nevertheless. Some things he may ask and obtain that you would not grant while in full possession of your reasoning faculties. The man who says that others cannot influence him is utterly ignorant of the law by which people are influenced. The man who says he does not believe anything except that upon which he has reasoned or reflected, says by this statement that his mind is incapable of reason and reflection. Because if he could reflect and reason as he should, he must recognize the fact that he has during his life believed many things about which he has not reasoned, because he has been influenced by somebody else. He believed certain things because somebody else told him they were so. It is much easier to give instruction for influencing others than it is for escaping the influence of others.

**Use of the Hands**      "Very little instruction need be given upon this point. All emphatic gestures are made downward. In our judgment it is a serious mistake to suppose that if you wish

to influence a man it is necessary to keep up a series of gestures. A continued use of them is worse than none at all. A few are of great advantage if properly used.

**Mental Facul-** “Before you can intelligently explain the use of suggestion it is necessary that you understand the peculiarities of the faculties of the mind. When one sleeps a natural sleep, certain brain centers become dormant, but certain faculties of the mind remain active. It is utterly fallacious to suppose that when one goes to sleep all the brain centers pass into a dormant state. The same faculties are dormant in natural sleep that are dormant in hypnotic sleep. There is no physiological difference between natural sleep and the hypnotic sleep. When certain faculties of the mind become dormant or inactive by hypnotism, there is a disposition on the part of the faculties remaining active to accept statements made to them as true. Their credulity is most remarkable. They seem to be truly incapable of inductive reasoning. It will be seen from the foregoing that the faculties of the mind are divided into two separate and distinct classes. One class seems to act as the sentinels of the brain. It is their business to inquire into the nature of what enters therein: if they consider it true, they accept it; if false, they reject it.

These faculties we might call, for the want of a better name, the objective faculties. When they become dormant then the other faculties, which might be termed the subjective faculties, accept statements made to them by others as true. If you can pass the objective faculties, or the sentinels of the mind, and implant a suggestion upon the subjective faculties in a waking state, it will have exactly the same effect as if it had been implanted in the hypnotic state. When a person is hypnotized the objective faculties are dormant, and there are no sentinels to evade and slip past. There is, hence, no difficulty in implanting suggestions upon the subjective faculties. But to evade these sentinels in the waking state, becomes a study, and in their evasion lies the whole secret of personal influence. Of course, it is easier to evade them when they are inoperative than when they are active. Hence, means are devised to keep the person from reasoning, from reflecting upon statements which are made." These last few lines are written so the student may have an additional light thrown upon the working of the dual mind, objective and subjective. ¶ "Those who wish to become proficient in the application of Personal Magnetism cannot get this division of the mental faculties too vividly portrayed before their minds. To this end the following illustrations may

be of service: The mind is a house; there is a man within who has charge of it. He will do as he is told. He never asks for a reason for anything. You may tell him black is white and he will accept your statement without question. He is a true servant, absolutely faithful in carrying out demands. There is, however, a man at the door of the house who is not only the sentinel but the ruler. He commands the servant. He is very alert. He watches very closely to keep other people from directing the servant's actions. Now what you have to do is to pass this sentinel. There are many ways of doing it. It can be done and it is done over and over again. No mind has a sentinel so alert but that people have succeeded in passing him in some way or another. They may have to make several efforts before succeeding, but if they go at it right they are sure at some time to throw the sentinel off his guard, then they will be able to direct the servant and cause him to do their bidding.

**How Suggestion Produces Effect**      **“Repetition is the most fruitful source of the power of a suggestion of any kind.**  
You may tell a man a thing once without making much impression, but tell it over in a positive, enthusiastic manner, and in time it is certain to have its effect. Frequently suggestions are given which have

little or no effect at the time, but have an effect during the day following, and the next day the man changes his mind. The suggestions cause the change. Remember only a portion of the mental faculties are dormant during sleep, and if you tell a man something positively, forcibly, make a statement that strikes home, so to speak, he cannot throw it off, and when his reasoning faculties become dormant, this statement will have its effect upon the other faculties, and on the morrow its power will have materially increased. The principle reason that suggestions do not have the proper effect is that they are not given with sufficient positiveness and force. By this we do not mean loudness. There is a certain energy expended in giving a suggestion positively, which makes the suggestion affect the mind of the person you wish to influence. This ability to use suggestion is the result of persistent practice, and it may be developed by any-one who is willing to take the time and trouble necessary to secure this most valuable and most sought for of all mental or physical acquisitions."

**Dr. Parkyn's Idea of Personal Magnetism** In an article in that valuable psychological magazine, "Suggestion," Dr. Herbert Parkyn has the following to say about Personal Magnetism: "Personal

Magnetism is merely the art of pleasing, and may be developed by any-one." He outlines the method which he considers is most essential to follow in order to develop personality. "A cheerful face with steady eye. Personal neatness (including cleanliness), good health, strength, determination, gentleness, modesty, even temper, coolness, kindly aggressiveness, confidence, fearlessness, thoughtfulness and consideration for others.

¶ "A study of the highly magnetic man will show that he is slow to enter a heated argument except in the interest of right principle. He never boasts about himself or his accomplishments, in public. He is modest, not shy; has an encouraging word for everyone, recognizes and shows his appreciation of any courtesies or favors shown to him; uses flattery judiciously, and when he does a favor for a friend or stranger, has the knack of making the favored one feel that he is doing a favor in accepting the favor. The magnetic man is thoughtful, courteous, and kind at all times, not from selfish motives, which are always apparent, but for the reason that he has made it a principle until it has become a second nature with him. He has a bright smile, a pleasant word, and a glad hand for every-one. He is never indifferent to the trials and sufferings of those around him, but on the contrary, invariably has an encouraging, sympathetic word for

those in trouble, and possesses the happy knack of making the other fellow feel that they meet on a common footing.”

**Dr. Parkyn's  
Self Culture  
Creed**

Dr. Parkyn gives this very excellent formula for self culture: “I am determined to become a strong, kind, magnetic man. I have kindly, generous feelings toward all mankind, and I shall draw the friendship of mankind toward me.

¶“I am careful about my personal appearance— I dress modestly, but neatly. On first appearance this places me on an equal footing with the average man; but my kindness, my thoughtfulness and my desire to be friendly with every-one lift me above my clothes, as it were, and draws friends and the good will of all to me myself, on account of myself. I am bright, happy, cheerful, and sympathetic at all times. I have an encouraging word for every-one and every-one feels better for having met me.

¶“I am honest and truthful and can look every man squarely in the eyes. I am anxious to do what is right by every-one at all times. I do my best every day, and the knowledge of this fact gives me confidence in myself. People know that I will do only what is right. They trust me and feel that they can depend upon me. For these reasons among others they are attracted to me.

¶“I am a strong, healthy, determined, kind, aggressive, confident, fearless man. I take things calmly, avoiding unnecessary excitement and argument. I am the friend of those in trouble, and no reasonable effort is too great for me, provided it will add a little happiness to the lives of deserving people.

¶“I will be kind to the old and young folks. I will be kind to every living thing. I will put myself in the other fellow's place and will endeavor, whenever possible or reasonable, to do for him what I should like him to do for me if our positions or conditions were reversed.

¶“These kind, healthy, hopeful, helpful thoughts are influencing me in my life and actions, and I know they are drawing many kind, helpful friends to me. These thoughts and actions are magnetic; they are my thoughts. I myself am magnetic.”

**Desire to Make Friends and be Magnetic** The best way to make friends is to desire to make friends and then set about to do it. The best way to be magnetic is to desire to be magnetic and then carefully and assiduously practice your desire. If Luther Burbank can change the color of a flower and literally produce white blackberries by culture, is it not possible to do almost anything with a human

being by proper knowledge and culture?  
It is.

¶ Decide that you will take a little sunshine into the life of every person you meet. Let your aim be, not to see how much you can get out of every-one you meet, but rather to see how much you can give. Your aim in life shouldn't be simply to make a living—an animal can do that—but rather to make a rich beautiful life. When you develop and live these qualities you will soon find it easy to translate your personality into the life of the other person, so to speak, and influence him to come to your way of thinking. Above all things practice constantly and do the things you feel should be done no matter how hard they are at first. Imagine the kind of a person you would like to be, then determine each day to become like your ideal. The mind soon clothes the body with the expression which it feels. Go out of your way to do a kindness, not for the hope of reward, except the reward of reactive truth and happiness.

**The Secret of Influencing People**      People naturally appear to be selfish and are selfish because they are wrapped up in their own enterprises. If you wish to influence people, either from a business point of view or socially, do not try to force your opinions upon them or talk

to them from your point of view, but find out what they are interested in and talk to them from the standpoint of their interests.

¶ I cannot make this idea too emphatic. It is the very root idea of the ability to influence, socially, as well as financially. Nine men out of every ten never think of such a thing as taking a keen personal interest in the other fellow's enterprises, in order to reach his heart and influence him. The one who does it is magnetic. He literally waves a magic wand which is freed from the appearance of selfishness; and the beauty of it is not one individual out of a thousand will be able to fathom your apparently magical secret.

¶ Most business men you deal with are apparently only interested in you and your enterprises to the extent of their ability to profit from you. Your interests are deeper, therefore your ability to influence is greater. Put this idea into practice immediately and you will marvel at your increased ability to influence.

## TEST QUESTIONS.

1. What is Personal Magnetism?
2. Through what three ways are people influenced?
3. How would you proceed to develop Personal Magnetism?
4. What are some of the outward evidences of Personal Magnetism?
5. Name the divisions of the human mind.
6. In approaching a business man, how would you use the eyes?
7. What do you expect to gain from the study and practice of Personal Magnetism?

Answer to test questions should be written on paper foolscap size and on one side only.

To insure prompt return of your examination papers be sure **always** to write your name and **permanent** address at top of first page of **every** paper.

## LESSON VII.

### THE LAW OF SUGGESTION AND ITS RELATION TO SALESMANSHIP

¶ For a number of years I used the law of suggestion in selling goods without ever knowing there was such a law. I knew it was a great power, but I never dreamed until recent years that it was so far-reaching and had such a psychological significance in dealing with and influencing people in every walk of life. Its value to employers who have a large number of employeés under their direct supervision is simply inestimable. The problem of getting the most willing, loyal service out of each employeé is one, the successful or unsuccessful settlement of which means success or failure to the employer. This problem is a slight one only to those who have never handled men.

¶ Only in the last few years has this law been reduced to a scientific basis and placed in such form that it can be intelligently studied by the student of psychology. To Thomson J. Hudson, Ph. D., of Washington, D. C., must be given the credit for bringing this law before the public in popular form. Although he says, "To Liebault of Nancy belongs the

credit of taking this first great distinctive step leading to the discovery of its universality." Dr. Hudson's book, "The Law of Psychic Phenomena," which discusses this subject, appeared in 1903. I hesitate to recommend this book to the lay reader without first telling him that it is no pastime reading.

¶ One of my teachers, when lecturing to his class in psychology, said, "After you have studied psychology a year or two you should get Dr. Hudson's book, 'The law of Psychic Phenomena.' Of course you wouldn't understand it very well yet." I must say, however, that any man who is willing to study can get a great deal out of it no matter what his previous education has been.

¶ I shall attempt to make this lesson as simple as possible, but it is absolutely necessary to get down to bed rock and give fundamental principles. After that we will have clear sailing. If you find it a little difficult at first, compel yourself to master it as you go. Remember what the old man said about it being the making of the pup.

**Suggestion Defined.** In order that we may thoroughly understand what suggestion really is and what a power it is with those who understand it and know how to use it, we shall define it in the words of one of our greatest psychologists: "A suggestion is a statement made by one in-

telligent being to another presumably intelligent being, and of all the laws of the human soul the law of suggestion is the most important." In order that we may thoroughly understand this wonder-working power we must first thoroughly understand its relation to the dual mind. The law is stated as follows, according to Hudson:

1. "Man is endowed with a dual mind, objective and subjective."

2. "The subjective mind controls the functions, sensations and conditions of the body."

3. "The subjective mind is amenable to control by suggestion."

¶ "By Suggestion is meant nothing more than the intrusion of an idea into the mind with such skill and power that it dominates and for the moment, disarms or excludes all other ideas which might prevent its realization."

¶ The following definition makes the meaning of suggestion still plainer.

¶ The objective mind is our every day, reasoning mind which takes notice of things by means of the five senses. The objective mind is the seat of judgment and reason. The objective mind reasons by all methods, inductive and deductive, analytic and synthetic. The subjective mind can reason only by deduction. The subjective mind never classifies a series of known facts and reasons from them up to general principles; but,

given a principle to start with, it will reason deductively from that down to all legitimate inferences with a marvelous cogency and power. It is the seat of the emotions, and the storehouse of memory. It performs its highest functions when the objective senses are in abeyance. It also has the power to read the thoughts of others, even to the minutest details. Notice also that the subjective mind is dependent for information upon the objective mind, "on all subjects of human knowledge not goverend by fixed laws." In other words, it knows only what has been imparted to it by and through the objective senses or the operations of the objective mind. Here is our great scientific reason for committing to memory a canvas or set of canvasses when we first take up the work of Salesmanship. This canvass may be forgotten again, but the subjective mind retains it in all its logical order and sequence. It creates a mental habit. All we have to do to regain it is to review a little, and by a little thinking the argument comes back to us in all its beauty. Then again, when an argument is once well learned it furnishes a nucleus for thought and the mind continually works out new ideas and arguments. In fact, it becomes original.

**Subjective Mind** Another important peculiarity of the subjective mind is **Incapable of** that it is incapable of contro- **Controversial** versial argument. This is an **Argument.** extremely valuable law for the Salesman to keep in mind. Whether a Salesman knows it or not, if he is a good solicitor he so influences his customer that his customer's objective mind for the time being is largely in abeyance. His subjective mind asserts itself and is largely under the control of both the objective and the subjective minds of the Salesman. For this reason a good Salesman will, under no circumstances, controvert what his customer says, or argue with him in any way. If he wishes his customer to see the argument the way he sees it he will call his attention to a new phase of the subject and ask him if he will not kindly look at the matter from his point of view. In fact, the argument of a customer can be thoroughly neutralized and over-thrown by the subtle law of suggestion. The customer makes an objection. The Salesman says, "Yes, very true, but let us look at this side of the situation." The Salesman will use an argument which does not necessarily oppose the other. He will take a new tack, so to speak. He will use a new method. His argument will touch a new set of emotions, and put in motion a new set of ideas. In other words, this second argument is so much stronger than the first that it simply makes

the customer forget his own argument because he is wrapped up in the more brilliant argument of the Salesman, which is convincing but not antagonistic.

**Neutralizing an Objection.** For instance, suppose I say to a man that a college education is a good thing, that it pays in more ways than one. And suppose my friend's experience has led him to believe and therefore say, "A college education is simply a waste of time." Shall I tell him that he is a fool and doesn't know anything about it, which might possibly be the truth? That wouldn't convince him of my way of thinking at all. He would get mad. But supposing I say in a kindly way, "Now let us figure a little. Let us say that one out of every two hundred men in the United States, at the present time has a college education. (In reality the percentage of college trained men is not quite that great.) Figuring on this basis we could expect about one-half of one per cent of our congressmen to be college trained men wouldn't we? But let us look at the facts. In the fifty-sixth congress fifty-eight per cent of the congressmen were college-trained men. That shows that a college education increases one's chance of getting to congress,—one hundred and sixteen fold.

¶ Now let us take a business view. Detailed data taken from a hundred great business

houses and covering three or four years, "shows that about ninety per cent of the college men make good as compared with twenty-five per cent of the non-college men. The grammar or high school man stops advancing at a certain place, while the average college man keeps climbing indefinitely." Figuring that twenty-five per cent of the high school men succeed, and ninety per cent of the college men, it would show that the college man had 3.6 or practically four times as great a chance to succeed as the high school man. If my figures are correct an education is a good thing, isn't it?" I have used this argument for the sake of illustration. The figures, of course, are as I have found them. These figures, from a money point of view, would be absolutely convincing. I would win my argument without contradicting a thing my friend had said, and he would be convinced, not against his will but, because he saw things in a new light.

**Suggestion**            One of the secrets of influencing  
**Continually**        men is through kindness  
**Repeated, Gets**    and courtesy. We are not  
**Action.**             vain that we have a better  
                              argument than he, as some-  
one else may have a better one than we, but since we are in possession of some ideas which have helped us and which will help him we are glad to give him the advantage of them.

Psychologically, the secret of influencing mind is to continually keep your idea before people. Advertisers and manufacturers who have advertised extensively have made a fortune out of this little bit of knowledge. The Salesman uses exactly the same method. He knows how to adroitly and skillfully make such suggestions that he finally clinches the order.

¶ The Salesman who does not know his business (and he will soon be out of business entirely) says, "I want to sell you something to-day," or "I don't suppose you want to buy anything to-day?" There is just one end for such a Salesman—and his number is legion—and that end is failure. When he comes to the order point he says, "Let me put you down for one," "Let me write you up for a thousand, any-way. Please do. I want you to help me out."

**Failure to Understand the Human Mind.** I met an Insurance man one time in a town in western Oregon. He was a graduate of Oxford University, England, and a fine specimen of manhood. He told me one evening in the hotel that he was going over to write up a friend of his, a college professor, and invited me to go with him. I went. The professor had changed his mind, and you should have heard that poor insurance man beg. "Better let me write you up for a

thousand, any-way. Come on now, let me put you down for some any-way. I want you to help me out here." The man, although a college graduate, had not learned the Science And art of Salesmanship.

**Different  
Methods of  
Closing the  
Order**

There are several different ways to come up to the order point with every article sold and each way is different. For illustration, I needed a pair of glasses one day when in Syracuse, N. Y. I was referred to a certain optician who had his office in the rear of a large jewelry store. I went in and he began to show me glasses. In a very short time I recognized the fact that he thoroughly understood the science of Salesmanship, how to size up a customer and make the sale. In Salesmanship we get the attention, arouse the interest, produce conviction, create the desire, and then, if we stop talking the prospective customer must say something, and at this psychological moment there is either one or two things to say, depending upon what you are selling. If you are selling an article to be delivered in the near future two questions can be asked you: one is "What is the price?" which a Salesman very often does not tell until he is asked, and the other is "When do you deliver?" When the eye-doctor got my desire created he stopped suddenly I knew what was coming and I refused

to say a thing for about a minute, although of course I was curious to know the price and when he could get them ready. Finally I said "Well, what's the price?" He told me. I then said, "When can you get them ready?" He told me. I said, "Look here my friend, you understand the science of Salesmanship. You ought to be selling goods instead of making glasses. Where did you learn this business?" He smiled and replied: "I worked my way through Colgate university by selling books. I sold books three summers and I want to tell you those three summers were worth more to me than my whole college course. Do you see those clerks out there in that jewelry store?" he continued. "Those fellows could just double their sales but they don't know it, and the worst of it is they don't know that they don't know it. I want to tell you," he said, "the man or the woman who comes in here in need of glasses and doesn't get them is a dandy. I can always tell by the looks of things about how high-priced glasses they can afford to get and about what kind they need, and I see that they get them."

**Closing an  
Order When  
Selling a  
Specialty.**

Here is one method of coming up to the order point if you are selling a specialty. "Now I am going to be delivering to \_\_\_\_\_," naming some prominent customers, "on or about a certain date," naming the date, "and if that time would be satisfactory I should like to make your delivery about the same time. Now how would that suit you?" You see I have taken it for granted that he is going to buy. I have repeatedly made the suggestion to his subjective mind. He may be on the fence and greatly interested. The fact that I take it for granted he is going to buy influences his mind so that he takes it for granted that he is going to make the purchase. You notice I ask my question in such a way that I don't give him a chance to say no. If I did I would be at the end of my string. I ask him if that time will suit him. If he says yes, well and good. If he says no, that doesn't mean that he will not buy. It simply means that that time wouldn't be most satisfactory. I say, "Well, I am obliged to make a special delivery to So and So in about a week, and if you are very anxious to get your's right away I could make a special effort to get it for you at that time." He appreciates my kindness but says he couldn't take it so soon. I then say, "You wouldn't want it delivered any-way until about a cer-

tain date (naming the distant date) would you?" If he said "yes" I would have him. If he said "no" I would have him again, so I would say, "All right, thank you, I'll arrange to make your delivery on that date." I would write out his order without another word, if I didn't already have it written, and hand it to him together with the pen, at the same time pointing to the dotted line.

**Signing the Order an Art.** This business of signing the order is an art in itself. You don't have to ask a man if he is going to make the purchase. You instinctively know he is, and you don't have to ask a man if he will sign the order. You must have confidence at this point. You might say confidently as you hand the order book to him, at the same time pointing to the dotted line, "Right here please." Sometimes an individual will say, "You take too much for granted. I didn't tell you I was going to purchase." "Of course I take it for granted. I wouldn't be here showing this to you if I didn't expect you to buy it. I expect to sell it to every individual I show it to." If you back down here you lose out, while if you go after the order hard at this point you nearly always get it. Suppose you were asked when you made your delivery. That is very good evidence that it is about time to "pull the line" so you might say confidentially: "Now

what time would be most satisfactory to you?" He sees you have taken it for granted that he is going to make the purchase. He feels under obligations to do it and the very fact that you have taken it for granted makes him take it for granted that he will. This law of suggestion and secret of mind influencing mind is a wonderful law. You can learn the theory by study but you must practice it in order to thoroughly understand it.

¶ Closing the order is the most vital part of Salesmanship. You have got to thoroughly understand when to go after the order, you have got to understand how and when to retreat gracefully if you see the order isn't coming and do it in such a skillful way that your customer will never notice it. After asking him what time would suit him best for the delivery you get him to commit himself that he will make the purchase, and then you can arrange your delivery to suit yourself. Intuition plays a big part in Salesmanship. Intuition is to a man what instinct is to the animal. A Salesman develops this power of intuition more rapidly and to a much greater extent than other individuals. A Salesman can always feel, I say **feel**, by intuition whether his prospective customer is favoring his arguments or opposing them. When the customer is mentally in harmony with you you are feeling a sympathetic ex-

hilaration. If he opposes you you feel a distinct depression and opposition.

¶ I saw one man attempt to make a sale to another. The other mentally worked against him without saying a word. In three minutes the Salesman was perspiring. In five he gave it up, asking what in the world was the matter. The customer told him what he had been doing. I have seen this experiment tried a good deal and always with the same results. When you feel that a customer is tired of your arguments or is no longer interested, change your tactics. Think much harder than you did before. It isn't what you say any more than the thinking you do which influences the sale. You have got to learn how to concentrate every power of your mind on your customer when making a sale. I have thought harder when making a sale than I ever did on a problem in geometry. This influence of one mind over another is enormous. It is one of the great secrets of Salesmanship.

**The Interrogative Method.** Another principle in Salesmanship which I have used is known as the interrogative method. This is the method which is so skillfully used in asking questions to induce an affirmative answer. This method is not only used to induce a customer to commit himself affirmatively, but to keep him interested and thinking as well. After a customer com-

mits himself a few times the suggestion has a chance to work and it does convince. Here are some questions, which can be changed or used to suggest others: "It's no wonder so many people are interested in this line of goods, is it?" "If there wasn't a single thing in the whole business but this one idea right here it would be worth the price, wouldn't it?" "I guess you feel like thousands of fellows that it's an opportunity to get hold of an article like this, don't you?" "I tell you it doesn't take a thinking man very long to make up his mind that this is one of the best investments he ever made." "Ideas are what count in this day and age. They are the only things that do count for much. Eighty-five per cent of the people of the United States sell all the ideas and all the muscle they have every year and all they get out of it is less than \$700 a family, counting five children to the family. If this article will pay you fifty per cent dividend on the investment, you would consider it a good investment would you not?"

**Selling Brains or Muscle.** "What are you planning to put on the market when you hire out, brains or muscle?"

The average man sells muscle and he doesn't get much for it because you know he has to compete with the horse and the machine, and they are stronger than he. Why not sell

brains of a high quality? The world is anxious to get them."

**Health, Equip-  
ment and  
Opportunity,  
the Trinity of  
Success.**

H. H. Vreeland, who is now superintendent of the greatest street car system in the world, that of New York City, began life shoveling gravel at \$1.50 a day. He was selling muscle then and selling it cheap. He made up his mind he would sell brains. Listen to what he has to say on this subject: "Given good health, all that any man requires to succeed is equipment and opportunity. Of these three prime requisites, my experience shows that health is the most abundant, opportunity next, and last and most infrequent equipment. By equipment I mean acquired special knowledge applicable to some craft, business or profession. Two of these essentials are furnished without any effort on the part of the possessor of them, and are, so to speak accidental. The third represents individual effort and self-denial. If it is true of the professions and business, as some declare, that less than ten per cent are first-class—that is, highly efficient and well equipped—it is true, too, in a marked degree, of the crafts. My experience and observation lead me to the conclusion that the vast majority of men who fail in life fail for lack of equipment.

¶“In my own case, during my early life while I was enjoying a fair proportion of good health, I spent all the time I could afford in supplying the deficiency in my equipment, waiting the day when I was to meet the opportunity I was always seeking. I met it finally, and what little success I had in developing it, is, I think, due to the equipment I originally brought to bear on it—the experience which practice furnished as I went along.” (This can be used to splendid advantage as a suggestive illustration.)

¶Does it pay to get ideas? Ask every successful business man in America and he will tell you they were the levers which raised him from obscurity to leadership. Would you understand this great power? **Then study to know yourself.** Knowledge is the certain means of obtaining power over others. When a man has reached the point in his life where he is able to exert an influence over others he has gotten possession of a great power.

**The Reactive Effect of Good or Bad Suggestion.** There is a difference in the kind of suggestions which the Salesman uses. There are good suggestions and bad suggestions. No matter whether the suggestion is good or bad it is bound to react on the character of the one who made it. It is impossible for one to suggest life-giv-

ing, invigorating, positive moral principles without being helped himself. It is impossible for one to think and talk and act in accordance with the great forces of life without being lifted up and inspired by his own message. The objective mind suggests, and the subjective mind accepts and believes the suggestion and performs its functions accordingly. Just as it is possible to influence the subjective mind of another, so it is possible to influence our own subjective mind by auto-suggestion. All we have to do is to determine on a certain course, make up our mind that we will follow it, our subjective mind accepts the suggestion, and we carry out our determination. In order to gain results which are worthy we must think in harmony with the great principles of truth. Truth perpetuates itself by virtue of its own inherent vitality. Every truth is itself a part of an organized system which is co-extensive with the universe of God. On the other hand, every falsehood, every error, every wrong idea is a prolific source of possible evil, "for no correct conclusion can be drawn from a false premise."

**The Man who Believes He Can is the Conqueror.** The way to be happy, healthful, strong and successful is to think those thoughts. "He can who thinks he can." You may have wondered why it is that some days you will talk your proposition to a man without its having a ghost of a sign of an effect upon him, and after you have given him up, possibly he comes around of his own accord and says he wants to look into it a little further. There is no mystery about that. His objective mind was not a single bit influenced by your arguments, but they stuck. His subjective mind had been reached by suggestion. The subjective mind works night and day. In fact it does its best work when the objective mind is in abeyance as when sleeping. The next morning, when the man awakens, your ideas are still with him. He comes your way because after due consideration he can't help it. That's the reason why when you are selling goods you should put up the best argument you have and if you don't get him tell him to think it over just a little harder than anything he ever thought over in his life. Tell him you are sure he will want to do business later and if he does, to let you know. I have done lots of business under such circumstances.

**The Power of Suggestion in Hiring Men.**

In hiring men the same principle holds good. If you have a good proposition you need not care how your customer objects at first. The law of suggestion will get him. The law of suggestion is used to great advantage in telling your customer what certain people whom he knows and who would influence him think about it. It is also used to great advantage by the skillful Salesman in telling which people in the community have purchased. The expert Salesman never attempts to influence an order directly by saying who had recommended or bought the article. That would be a plain method of trying to influence your customer to buy because his neighbor bought. He might resent this and tell you he had a mind of his own. Remember this: **Everybody is interested in what his neighbor does, but he doesn't want you to know it.** You must then suggest what Mr. So and So said, just as if you happened to think of it at that moment. You might say something like this, "You know Mr. Smith, don't you?" (Be sure to name someone just a little above him in the social rank, or at any rate on a par with him.) "Well, he said he wouldn't be without it for twice the price." "What, did you sell to Smith, I mean H. H. Smith?" "I most certainly did, and you know Brown and Jones and Rollins and White. Why, I am selling to practically

all the leading people. Just let me show you what Senator Shaw and Rev. Dr. Abbot say about it. I tell you it didn't take these men very long to decide that this was just what they wanted, and I am sure you feel about the same way. I suppose you would want to get yours about the same time as the rest of the people wouldn't you, Mr. Foss?" In addition to this idea of suggestion which plays such a subtle role in the art of Salesmanship you can always count on the spirit of pride. People do not want their neighbors to get something which they do not get. They would make a strenuous sacrifice to keep up with their neighbors.

¶“To him that hath shall be given.” I was told one day while selling goods in Nebraska that if I got an order from one certain rich man in the neighborhood I would get all the rest. I got him, and without a discount, and I got all the rest but one, and he was busy.

**Planting a Suggestion and Watching it Grow.** Planting a suggestion in the subjective mind is very much like planting a seed in fertile soil. The former is almost as certain to prove fruitful as the latter if you have a good proposition. People have told me they absolutely would not buy. I left them with this suggestion, and here is the way I would give it: I would look them squarely between the eyes at the

same time pointing my finger at them and say, "I want you to think this thing over. You know you are getting a bargain and it's a real opportunity for you to get it. I will be in the neighborhood for a couple of days, and if you decide to get it—and I feel sure you will, as you know a good thing when you see it—why not let me know? If you don't see me, tell either Mr. Jones or Mr. Smith; I sold to both of them, and I will be glad to deliver it when I am in the neighborhood. In the meantime I want to thank you for your kindness in giving me your time." This is a powerful suggestion when given vigorously and conscientiously, and many a time a man has decided right then and there to make the purchase. My final words always touch a man's heart. He feels like apologizing for taking your time and then not buying. But when you thank him very kindly and courteously, that in itself is almost strong enough to make a sale. The commercial value of kindly individual courtesy can never be measured in dollars and cents. It means a fortune to some men. It is a suggestion with a large commercial value.

¶ Some theoretical psychologists as well as some theoretical Salesmen who attempt to teach what they never practiced, but what they picked up from a book or magazine, tell you very knowingly that suggestion is a wonderful law—in fact, they almost go into hysterics

over the marvelous law which they have just discovered. They will tell you it is a most marvelous law, and in the next breath they'll hasten to tell you that of course they can't give you any rules in regard to how to use it. They do that simply because they never used it themselves and do not even now know enough about it to translate one of its principles into an argument that will be practical and helpful to the Salesman.

**Law of Suggestion Valuable in Hiring Men.** In hiring and training men I have used the law of suggestion to great advantage. I have often talked to a first-class man about accepting a position, but he would not consider it under any circumstances. I stated my proposition clearly and logically and then left him with this suggestion which I would express with positive force and vigor: "I have made you the best proposition you have ever been offered in your life. It's an opportunity which you can't pick up every day, and I want you to go home to-night and think this thing over as you never thought over anything in your life." **Never forget that the subjective mind of the one you are talking to has the power to read your thoughts.**

¶ After that kind of suggestion I have had any number of men come around to me and say they were greatly interested in my pro-

position and believed they would accept it. ¶For your convenience I shall formulate a suggestive statement and state it in such a way that you can apply it to the sale of any kind of goods, and you can use it to influence any person, no matter who he is or what his business. The statement is psychologically progressive. **You must simply work your customer into such a state of interest in what you are going to do for him that every other object of attention is banished from his mind. Then tell it to him so impressively that he will remember it to his dying day. And finally, fill him with such a devouring curiosity to know what steps you are going to take in the future that he will always be in eager expectation.**

¶In closing a sale you must keep your customer from thinking over your arguments and thinking whether he will buy or not. Your object is to induce him to follow you.

**Selling Goods at Retail.** I have discussed suggestion as it relates to general and specialty Salesmanship. I want now to show you how to use it in selling goods at retail. I think I can make this clear to you by giving you some practical illustrations. An individual comes into the store and you approach him and say "Is there something this morning?" You ought to know there is something. You should take it

for granted that every individual who comes into your store comes there to buy something. What else do you think he is there for? If you awoke at three o'clock in the morning and saw a stranger going through your pockets, would you fold your hands and say "Is there something?" Don't you see how ridiculous it is? **You would know he was there for something.** You should be in the mental attitude of finding out what that something is. Don't you see the difference?

¶ Some Salesmen say, "What will it be this morning?" Others say "What can I do for you," or "What can I show you to-day?" Still others never speak until spoken to. Work out your own form of approach. Try several methods, then use the one that gets the best results. **But be sure you use the positive rather than the negative method.**

### **Get into the Proper Mental Attitude.**

In approaching a customer, suppose you had this thought in mind, "I want to sell him something that will give him the very best possible service." Of course you must first find out what he wants.

¶ One man comes in and says "I want a number sixteen collar, same style as I have on." The clerk wraps it up and says "Is that all?" The customer says "yes" and hands him the fifteen cents and goes out. At another time this same man goes into another store and

makes known his wants to a different clerk. The clerk says "Here, you can get two collars for a quarter and save five cents." The customer says "all right" and hands over the quarter. About this time the clerk says "We have just received a beautiful assortment of ties," (pulls out the box and shows them.) He interests his customer in some particular tie that has an appealing color, and he sells it for half a dollar. By this time he is better acquainted with the man and interests him in some shirts and sells him one for a dollar and a half. At this point the customer says "I am glad you called my attention to this shirt and tie I was in need of both, but I did not think of them." **It is the business of the clerk to do a lot of thinking for his customers. If he doesn't somebody else will get a lot of their business.**

¶ In the case referred to above the customer asked for a fifteen cent collar. He left the store with two dollars and a quarters' worth of goods and was better satisfied for having bought them. Ask yourself which of the clerks was the Salesman and which the bundle wrapper. The Cash Register and the nickle in the slot machine exercise as much intelligence as some men who are paid "to wait on trade."

**The Negative Suggestion that Chloroforms Thought.** Another customer comes in to make a purchase, and after having made it the unimaginative clerk says "That's all to-day" or "Is that all?" The customer says "yes" and walks out. And why shouldn't he say "yes." The clerk suggested to him that that was all. He accepted the negative suggestion and walked out.

¶ As he walked by a beautifully trimmed window of a competing store he saw two or three articles that he wanted but did not happen to think of at the other store. Of course he went in and bought them.

¶ Instead of chloroforming that man's mind into saying "yes" when he asked if that was all, suppose the clerk had said, "isn't there something else you are in need of this morning—shoes, rubbers, underwear, overcoat, etc. etc.?" What would have been the suggestive and psychological result? Instead of saying "yes that is all" **and saying it without thinking** he would have aroused himself and begun to think and ask himself what he really did need. And when the clerk said rubbers, he would have been reminded that he wanted some socks for himself, and a pair of shoes for one of the children, and when the clerk said underwear it would have reminded him that he had intended to buy a suit or two of underwear. Even though the clerk does not call your attention to the exact thing you want,

that particular thing may suggest what you do want.

**The Positive Suggestion Induces Belief and Action.** Again, a man was walking out of the store and the clerk who had learned the value of suggestion, called his attention to a bushel of peaches. He said "Aren't these beauties? Just eat this one and see if it isn't one of the finest peaches you ever tasted." Is it any wonder the man's mouth watered? He bought the bushel of peaches. But notice, the Salesman did not ask him to buy them. He used suggestion, which is the highest type of Salesmanship. Notice another thing. He told his customer how good the peach was. The customer believed him. The taste of the peach verified the statement. Remember this: **When you make a suggestion or a statement to an individual, that individual is obliged to believe you unless he has proof to the contrary.**

**Getting Around an Objection.** A woman comes into your store in the spring when your potatoes may not look the best and says "Are those the best potatoes you have?" You might say "Yes, these are the best potatoes on the market this time of the year." But if you did make that statement it would confirm the customer's belief

that the potatoes were of a very poor quality. On the other hand you must get her mind away from her objection, and you can do it by suggestion. Pick up one of the potatoes and, avoiding the objection, say "you never ate potatoes that were more mealy or better flavored than these. You can cook them any way you want to, mashed or boiled, or with their jackets on, and they will satisfy you. If you cook them with their skins on, the skins will crack open, showing the beautiful white, mealy potatoes. How many can you use Mrs Brown?" or "Do you want them sent over right away?" Don't you see she forgets her objection, and your description appeals to her appetite, so all you have to do is to ask her how many she wants, or when she wants them delivered. You take it for granted she is going to take them. **She is glad to let you exercise the authority.** She is glad to follow you. You know it is always easier to say "yes" when it requires no mental exertion, than to say "no" when it does, and vice versa.

**A Negative  
Suggestion an  
Apology.**

Every time a man uses a negative suggestion he admits his weakness. **Every negative suggestion is an apology.**

I was in an implement house one day and heard the proprietor say to a farmer, "You wouldn't want to get a buggy to-day,

would you?" Can't you see the apology in this negative request? The man who is either so ashamed of himself or so ashamed of his proposition that he makes his approach with an apology is not making a sale, but killing it.

¶ When the human mind is in a state of indifference it can always be counted upon to act negatively in response to a negative suggestion. What would you think of a young man who edged up to his best girl and said, "You wouldn't want to get married would you?" Do you think he would get her?

**Indifference**            I went into a meat market  
**Acts as a**                one day and asked the price  
**Negative**                of bacon. The proprietor  
**Suggestion.**            said "Thirty cents a pound"  
                                  and immediately turned his  
head and looked in another direction, as much  
as to say "It is only thirty cents a pound, but  
I'll see to it that you don't get any." That  
is the negative suggestion which his attitude  
impressed upon my mind. I walked out  
without saying a word. He put forth no  
more effort to make the sale. He simply let  
me walk out. But he did not mean to be  
indifferent. He was doing the best he knew.

**The Positive Suggestion Convinces Without Antagonizing.** The following illustration shows how positive suggestion affects and influences a customer without antagonizing him. Two young men came into a clothing store.

One of them wanted a suit. The other had just bought a suit for fifteen dollars. The one who wanted a suit bought it for twenty dollars. The one who already had bought the suit asked the manager of the store what he thought of **his** suit. The manager immediately replied that it was a good suit—for the money. What suggestion did the man with the fifteen dollar suit get? Simply this, "I paid a cheap price for a suit and got a cheap suit."

¶ The manager followed up his first suggestion by one that was still stronger. He said 'I want to show you how a **good** suit is made. He showed him the kind of lining, the kind of canvas or stiffening put in high grade coats, thus assuring that they would hold their shape. He showed that since the suit was made of high grade goods it would hold its form better and thus appear better. He showed that it would look well on him even when it was nearly worn out while a cheap suit would hang around him a good deal like a rag, and without any shape or style.

¶ He sold the twenty dollar suit to the young man who wanted a suit, and he sent the other

man away, who had bought the fifteen dollar suit, feeling that he had a very cheap suit. He also sent him away looking for flaws in his cheap suit, while the other man would be looking for good points in his.

¶ Just as soon as the cheap suit had been worn for a while it lost some of its original form. It began to look a bit shabby. The owner immediately said to himself "That is just what that clothing man told me a cheap suit would do. The cheap thing isn't fit to wear. I'll go right down town and get one of those "good suits" and he did.

¶ I want you to notice that this clothing Salesman never said a thing against the man's suit. He simply used suggestion, and suggestion is ten times as subtle and effective in such a case as a direct statement. Think of how many times people act upon a tip, even outside of horse racing and the stock market. They act upon a tip when they would never act upon a direct statement. It shows that human nature can be acted upon through suggestion when it can never be reached by a direct argument.

**The Little  
Negative that  
Queers the  
Sale.**

Here is an illustration which shows the negative effect of suggestion. A farmer came to town to buy a self binder. He looked at one binder and was so well satisfied with it that he was about

to buy it. At this point the Salesman thinking that he would make a ten stroke and close the sale immediately said "I tell you this binder has given us very little trouble."

¶ Now this farmer wasn't looking for a binder that was going to give him **even a little trouble**. That one negative suggestion scared him away. He went out and bought a binder from a Salesman who said "This binder has given us excellent satisfaction." A prospect can be scared out of buying, by a negative suggestion, just as easily as a flock of geese can be scared out of a corn field when the hunter stands up to shoot. The human mind is as susceptible to suggestion, either positive or negative, as a magnetic needle is to a magnet.

**A Repeated Suggestion Gets Action.** A suggestion is very often the result of continued repetition. A newsboy has often passed me on the train and offered to sell me a newspaper or a magazine without having any effect upon me whatever, but after he had passed three or four times the suggestion had time to get control of my mind and I bought the paper. As a result of similar suggestion I have bought fruit on the train at various times and at a largely increased price. It was simply a question of repeating the suggestion often enough so

that it got such control of my mind that I did not feel like resisting it.

¶ Every suggestion made to the mind has a strong tendency to act in accordance with the suggestion. This is true no matter whether the suggestion is positive or negative. Be extremely careful then that your suggestions are all affirmative and that they produce an affirmative effect in the mind of your hearer.

**Four Kinds of Suggestion.** We may say that there are four kinds of suggestion; Positive and negative, direct and indirect. We have already considered the positive and negative suggestion. Either one of these may be a direct or an indirect suggestion. An indirect suggestion is a suggestion which is made by a third party and it is often much more effective than the direct suggestion. An illustration will make my meaning clear. Jones the typewriter Salesman wants to sell a typewriter to Smith the merchant. He had previously sold one to Brown. Smith asks Brown how he likes his typewriter. Brown says he likes it fine, and would rather have it than any other typewriter on the market. This indirect suggestion does more to induce Smith to buy than a whole hour's talk from Jones, the Salesman.

**Your Environ-** Your environment has a pow-  
**ment Powerfully** erfully strong suggestive effect  
**Suggestive.** upon your life. The people  
 you meet, the talk you hear,  
 the scenes you see, the books, magazines and  
 advertisements you read. the sermons or  
 speeches you hear are daily molding your  
 life into what it now is, **irrespective of whether**  
**you believe it or not.** If these influences are  
 good your life will profit by them, if they are  
 bad you will be forced down to their level.  
 See to it that the influences surrounding you  
 are such as to improve, elevate, and inspire  
 you. Under no circumstances can you afford  
 to have any other kind of an environment.

**The Mind Like** Every idea, every suggestion  
**a Photograph** that comes into your life from  
**Gallery.** any source is to that extent  
 molding your life. I like to  
 think of a suggestion as an idea which is photo-  
 graphed upon the negative sensitized plate of  
 the individual's mind I like to think of the  
 human mind as a great photograph gallery.  
 I like to think that that photograph gallery  
 has not only millions of pictures but many  
 millions of negative sensitized plates waiting  
 to be photographed, and that every idea that  
 comes before the human mind is photogra-  
 phed upon one of those plates.

¶ What you are to-day you are because of the  
 ideas that have already been photographed

upon your brain plates. What you will become in the future depends entirely upon the kind of ideas which are photographed upon your brain plates in the future. The old mental photographs grow dim as the new ones come in.

¶ How different you will be in ten years from now depends entirely upon the kind of ideas which you see fit to photograph upon the negative sensitized plates of your mind during the next ten years. You must make your own mental photograph gallery. The success you achieve, the business you build, will be in exact proportion to the kind of ideas you build into your mental gallery. If you hang any dishonest pictures in your gallery your business will be dishonest to that extent, and both you and those you do business with will suffer as a consequence. Every negative idea which you invite into your brain picture gallery becomes an enemy to you, and it will do every thing within its power to ruin you. Can you afford to invite an enemy into your home and make him your bosom friend when you know he will do everything he can to wreck and ruin your home?

**Auto-Suggestion.** I cannot finish this lesson without saying something about auto-suggestion. An auto-suggestion is a suggestion which one makes to himself.

¶ Dr. Stanley Krebs the Psychologist says "We must have a care, what we say to ourselves as well as what we allow others to say to us. We have no more moral right to say evil things to ourselves than we have to say them to others. You can seduce yourself as well as seduce your neighbor. Neither have we any more moral right to listen to evil thoughts emanating from ourselves than to listen to similar thoughts when they emanate from others."

¶ "Say depressing, discouraging and degenerate things to yourself and you will experience mental and spiritual demoralization. Say cheerful, hopeful and uplifting things to yourself and you will experience physical, mental, and spiritual upbuilding. There is such a thing as unintentional mind slaughter as well as man slaughter."

¶ The same author says "You can suggest yourself into a mental attitude of inspiration and enthusiasm for your work. Dissatisfaction may be transformed into satisfaction, indifference into interest and vital enthusiasm by applying suggestion to one's self. Auto-suggestion is a safe and sure antitoxin to the

poison of discouragement and the paralysis of ennui.”

¶ In order to grow into a powerful personality a man must look into the future and create in his mind the kind of man he expects to be. He must then resolve with might and main to grow into that identical man. He must gladly accept every obstacle and every objection as a stepping stone that must be overcome, a stepping stone that is a necessary part of his development. When he goes out to make a sale he must think of his company as the best company, his proposition the best proposition, and himself the best kind of a Salesman. In so doing he is developing the conquering spirit.

**Specific Instances of the Effect of Suggestion.** A young man came to us who had been out of a position for a week. He said he was down and out. He wanted a position in a store. He had had no experience behind the counter. He said he had sought a position in every store in the city but failed. He looked hopeless and he felt that his position was hopeless. We suggested that he try to get a position in a certain store, one of the largest in the city. He said “It is no use, I tried them this forenoon and was turned down.”

¶ One of the representatives of the school coached the man for just fifteen minutes.

But in that fifteen minutes he was able to work a revolution in the man's feelings and mental attitude. He also taught him how to sell his services. The Salesman went back to the same store where he was turned down in the forenoon. There were ten other men waiting for the position. The Superintendent smiled when he saw him and said "You were here this forenoon weren't you?" "Yes" said the man, "and I propose to stay right here until I get a position." He got it and began work at once.

¶ He spent all his spare time studying Salesmanship and especially suggestion, and although he was working in the men's furnishing goods department and had never sold such goods before, he had all the Salesmen in the department beaten within three weeks. He was selling more goods than the men who had been there ten years. What did it? Suggestion. He says he sold nearly every customer something he did not ask for.

**Making Bigger Sales and Giving Better Satisfaction.** Another one of our students got a position in the same department because he knew how to sell himself, and in spite of the fact that he had had no experience in selling that line of goods, and in spite of the fact that experienced men wanted the position.

¶ He told me that a man came in one day to

get a dollar and a half shirt. The Salesman showed him the shirt he asked for. He showed it to his wife. They were both satisfied and decided to take the shirt. The Salesman, however, wasn't quite satisfied. He decided to use suggestion. He brought down a two dollar and a half shirt and placed it by the side of the one fifty shirt. The customer talked about the cheap shirt, the Salesman talked about the high priced one. Result. He sold the man two two dollar and a half shirts and the man liked them so well that he came back the next morning and bought another at the same price. That is suggestion that not only got results but gave greater satisfaction. Notice. The customer sold himself one one dollar and a half shirt. The Salesman on the other hand was not an order filler. If he had been he would have merely filled the order. On the contrary he was a Salesman and he increased the sale from one fifty to seven fifty. An increase of six dollars, and while doing that he gave greater satisfaction and such expert advice that the customer returned and would be sure to return again later for more goods.

**The Value of  
Showing High  
Priced Article  
First.**

By a series of experiments this Salesman found that by showing a high priced article first, when the price had not been named, he could sell a higher priced article than if he showed a lower priced one first, then tried to raise it. For instance, he found that when a lady asked for a handkerchief that if he showed her a dollar handkerchief first he would have a good chance of selling her a handkerchief at fifty cents. While if he had shown the fifty cent handkerchief first she would have likely dropped down to the twenty-five cent one. Of course he sized up his customer and showed goods according to his estimate of the customer's buying ability.

¶I have found that this principle holds good and it is a principle in human nature, a law of the mind—no matter what one is selling. When I was selling books as a student I found that if I showed the highest priced binding first and talked that first, I almost always sold a higher priced binding than if I showed the cheapest binding first. I found the same thing to be true in selling insurance, Cash Registers, etc. You, Mr. Salesman, can apply this principle to the line of goods you are selling, I don't care what that line may be, providing you sell higher and lower priced goods.

**Awakening the Desire for More Goods.** The following is another practical illustration of the power of suggestion as told to me by one of our students, who was a Salesman in a department store.

¶ He said, "A lady came in from a little town and bought a fifty cent pair of suspenders for her husband. She said she did not want another thing. I named over several articles that I thought she might use but none of them interested her. I then asked her if her husband did not need a night shirt. She said he did not as he already had three or four. I then suggested a suit of pajamas. That interested her. I showed her a suit that cost a dollar, in order to get her interested. I then took down three suits that were worth two dollars a suit and sold her one of the two dollar suits.

¶ "I then attracted her attention to handkerchiefs and she bought two at a quarter a piece. When they were rolled up she started to leave but I stepped around so as to be partially in front of her and showed her a neck scarf worth fifty cents. I told her the weather would soon be cold and her husband would be out a good deal and he would appreciate such a scarf on a cold day. She bought it.

¶ "This lady came in to buy a pair of suspenders at fifty cents. I sold her three dollars' worth more of goods that she had not thought of buying until I called her attention to them."

**Selling Oranges by Suggestion.** Here is one way a grocer has enormously increased his sale of oranges by suggestion. He put up a big card in the window. It was nicely gotten up in red and black letters. It said "The Dr. says eat Oranges, 29 cents a dozen." The statement that "the Doctor says eat oranges" is a powerful suggestion to the individual that oranges must be good for the health. The conclusion that the individual would necessarily come to and come to almost unconsciously, would be this: If oranges are good for the health, and they must be or the Doctor wouldn't say so, I must certainly get some as I don't want to be sick.

**Suggestion that Drives Business Away.** I want to show you how a doctor can use suggestion in such a way as to get or lose patients. A man of about sixty had been ailing for a long time. He had been treated by many physicians without being cured. He was recommended to a first class physician. The physician gave him a thorough examination and told him he could cure him. The man's stomach, kidneys, and liver were out of order, and the physician said "We will no doubt have to experiment with you for a while by giving you different kinds of medicine in order to find out which will help you the most." The man went away discouraged. He said

to his son, "None of them know what is the matter with me. They have been experimenting on me for thirty years. There is no use doctoring any more."

¶ This physician drove his prospective patient away because he used the word "experiment" which had a negative effect upon the man's mind. Let us suppose he had said "Your stomach, kidneys, and liver all need treatment. We will no doubt have to change the medicine quite often in order to successfully treat the different organs." This was in reality what he had in mind but he wasn't a good enough Salesman to say so. The latter statement would have sent the man home happy and gained a patient for the doctor. The former statement sent him home depressed and discouraged.

¶ One of the things a doctor as well as a Salesman must do is to establish confidence in the mind of his patient. The right kind of mental attitude very often has as much to do in curing a patient as the medicine. The time is coming when the doctors, lawyers, and dentists of this country will make just as careful a study of Salesmanship as do the business men and Salesmen. And why? Simply because it is a mental problem. Every problem where one man deals with another in any way is a mental problem.

**Prof. Scott's  
Idea of  
Suggestion.**

The following quotations on suggestion are from the pen of Dr. Walter Dill Scott, the famous Professor of Psychology of North-western University, and an authority on the psychology of advertising.

¶“Every idea of a function tends to call that function into activity and will do so unless hindered by a competing idea or physical impediment.”

¶“This conception of the impulsive nature of the mind—that thought universally and necessarily suggests action—is of such fundamental importance that it is worth our while to try and make it clear by examples.”

¶“We do that of which we think. Thought has influence over what are ordinarily supposed to be involuntary actions. I have a friend who can increase the rapidity of his heart beats by merely thinking of it.”

¶“If I think the right, I do the right. If I think of evil, I do evil. This is the explanation of the oft repeated quotation:—

Vice is a monster of such frightful mien

As to be hated needs but to be seen;

But seen too oft, familiar with her face,

We first endure, then pity, then embrace.

¶“We do things simply because we happen to think of them. If I should happen to think of pulling my nose, I would do it unless the action were repressed by the contradictory idea of how foolish it would be.”

¶“When we want to influence any-one to do a particular thing, we try so to present it to him that it completely fills his mind.”

¶“Man has been called the reasoning animal, but he could with greater truthfulness be called the creature of suggestion. He is reasonable, but he is to a greater extent suggestible.”

¶We influence people by so vividly and intensely impressing our thoughts upon them that these thoughts actually produce action.

**The Suggestion**    **Make such a statement of**  
**and the**            **thought to the human mind**  
**Command**        **that it will not be denied, but**  
**Compared.**       **accepted, and then command**  
                         **the individual to decide in**  
**favor of your statment which he believes to**  
**be reasonable and favorable to him.**

¶The following quotation on suggestion and command are from the “Theory of advertising,” by Prof. Scott.

¶“The command is a direct suggestion, and as such has inherent value. It is the shortest and simplest form of language and is the easiest to be understood.

¶“The impelling power of a thought is in direct proportion to the amount of attention which it secures, and so the impelling power of a command is also in direct proportion to the amount of attention which it receives. The command relieves the one commanded from

the trouble of making up his mind. It makes up his mind for him and so makes action easy.

¶“Mankind as a whole is influenced more by commands than by logical processes of thought, for as previously stated, we are suggestible rather than reasonable. Although we do obey commands we are unwilling to admit it.

¶“We act from habit, imitation, insufficient reason, or because the idea of the action has been suggested. It is but rare that the ordinary person weighs all the evidence before he acts. After he has acted, he may think over the motives which have prompted him, and may even deceive himself into thinking that he acted because he had weighed the evidence, when in fact, no such motives entered his mind at the time of action.

¶“We are perfectly willing to obey as long as we are unconscious of the fact. Every wise leader of men recognizes this fact. He does not cease to command, but he covers his commands in such a way that each one thinks he is doing just what he wants to, and he thinks he is not following commands at all.

¶“The correct wording of the command is a matter of importance, yet it is difficult to formulate any rules or principles to guide us here. Such an expression as ‘Use Pear’s Soap,’ is not as suggestive as ‘Let the Gold

Dust Twins do your work.' The first is a bald command, and as such has a certain value, but the second has the added value of supplying, or implying, a reason for obedience. It is implied that the Gold Dust Twins will save you labor, and so the command is supplemented by an appeal to a personal interest."

¶ Lesson eight on Will Power will greatly aid you in controlling people through the power of suggestion. This lesson makes plain to you what suggestion is, while lesson eight shows you how to control people by using it.

¶ Lesson thirteen, on the other hand, shows you how to analyze people and determine the difference between the various types and temperaments. It shows you how to correctly size up people while suggestion will show you how to make this knowledge effective.

¶ This law of suggestion will need to be very carefully studied in order to be thoroughly understood. Bear in mind that a suggestion will generally produce better results than a command. I would advise the reader to carefully study "The Law of Psychic Phenomena," by Thomson Jay Hudson, Ph. D. He has given us more light on the subject than any other psychologist. The greatest Salesmen in the future will be men who thoroughly understand the law of suggestion and how to apply it in all kinds of business transactions, as well as making sales.

## TEST QUESTIONS.

1. What do you mean by the law of suggestion? Give an original definition.
2. What is meant by the objective mind?
3. What is the subjective mind?
4. What effect has the subjective mind on the body?
5. How can the subjective mind aid the Salesman? Give illustration.
6. How can your customer tell if a Salesman is not telling the truth?
7. How can you use the law of suggestion in creating the desire? Give illustration.
8. How can you use the same law in closing the order?
9. What advantage has this law of suggestion been to you thus far?
10. What is auto-suggestion?
11. How can a dishonest or untruthful suggestion effect the one who makes it?
12. What effect has suggestion on health?

Answers to test questions should be written on paper of foolscap size and on one side only.

To insure prompt return of your examination papers be sure **ALWAYS** to write your name and **PERMANENT** address at top of first page of **EVERY** paper.



## LESSON VIII.

### WILL POWER AND HOW TO DEVELOP IT.

“No one ever won success without great will power to eternally hold him to it, in the face of opposing difficulties.

Learn then to will strongly and decisively; thus fix your floating life, and leave it no longer to be carried hither and thither like a withered leaf by every wind that blows.”

¶The student who simply reads this lesson over and lays it aside will receive very little benefit from it. This is a lesson which should be studied (not read) every day for years. The only way to get good out of these great laws of mind is to study them day after day and month after month. They commence to soak in then. One of the great aims of this course is to make men **original thinkers**. If a man can think in the right channel his success is assured. This lesson is commended especially to those who love to think and whose minds are analytical. It is doubly commended to those who do not love to think and whose minds are not analytical. A study in will power would be useless if it did not defi-

nately teach the student how will power can be developed. One of the first principles you should understand is that in order to develop will power you must compel yourself to do the things that are hard and that you dislike to do. If you find this subject difficult it will aid greatly in developing your will power, if you determine to master it and then do it. Remember that intense, ceaseless activity, intelligently applied to any line of business or procedure, always produces satisfactory results

**Will Power** Success or failure, weal or  
**Chief Attribute** woe, happiness or unhappi-  
**of Manliness.** ness, all man is capable of  
being, depends upon the de-  
velopment and exercise of the one faculty--  
the will. For several years I have believed  
that no other word or expression in our lan-  
guage means so much, or is filled with so much  
suggestion of accomplishment to the young  
men of America, as **will power**. It might be  
called a Napoleonic term—short, clean-cut  
and lacking frills—yet filled with tremendous  
possibilities. “Courage,” says Webster, “is  
the chief attribute of manliness.” And cour-  
age is the creature of will power. Wherever  
you go you find men dominating and being  
dominated by the conscious power of an iron  
will. The savage lion skulks back into his  
cage before the steadfast gaze of a trainer

whose will is his master. The untamed western horse stands mute and still in the presence of a man who knows he is master.

¶ Will power is the hidden spring that sets in motion the energy which everyone possesses, though dormant. The germ of success exists somewhere within the circumference of every man's personality. Will power is the key which unlocks the door and makes success possible. How many men, young and old, begin a piece of work without counting the cost. They continue to work as long as everything goes well but just as soon as they meet a difficulty, or an obstacle looms up ominous in their path, they take to the woods. They get scared. They think nature never intended them for that kind of work. They seek another position which they think is more congenial and begin over again. They find the same drudgery there which they found in their former position. It gets prosy. The poetry, the outward veneer, vanishes upon close inspection. The development of the will should be simultaneous with the education of the nerves and brain. If an individual constantly changes from one position to another, his brain and nerves soon become treacherous and spasmodic. They cannot be depended upon. The action of the nerves, brain and will are dependent largely upon the law of habit. It should be the plan of every man who wants to succeed, to get into the habit of doing that

which he knows should be done in order to insure success, no matter how hard at first. All work which is hard at first becomes easy if persisted in.

¶ The way to develop the will is to understand, first, how to develop it and then plan to carry out every undertaking, no matter how hard. Failure is nearly always to be found lurking around this point. Too many men enter upon a task after admitting to themselves that they will stick to it if everything goes all right, but if not, they will expect to quit. This road, which is followed by so many, leads to inevitable failure. The wrecks of millions who might have made a great success, had they determined to do it, are found on every side of this road. Success in life, manhood and womanhood, everything that is good and noble comes from the positive purpose to bring to a successful issue whatever is attempted, or die in the attempt. This purpose and this alone placed on the roster of fame such names as Grant, Bismark, Edison, Morse and scores of others.

**Doing What Can't Be Done**      The man who has decided  
**Glory of Living.**      within himself that for him  
                                  there is no such term as fail-  
                                  ure, is soon considered a sort  
                                  of wizard among his associa-  
 tes. They call him a genius, when the only  
 difference between him and his associates is

in the fact that he has developed his will power, he has learned never to give up. He is the man who never quits. Every time a man quits an unfinished task he weakens his will power. He makes future success harder. It takes energy to develop a strong will—it also takes strong opposition. To the man who never gives up, the apparently insurmountable obstacles of yesterday become the stepping stones of to-day. "Doing the thing that can't be done," says General Armstrong, "is the glory of living."

¶ The man of strong will is the man who has learned to concentrate. Concentration is the result of attention, and attention is the center of will. The man who would learn how to develop his will power must take this as a basic principle. He must learn to concentrate his attention upon some particular line of work. It takes energy and concentration to hold one's attention absolutely upon one line of procedure for a considerable length of time, but the will must be used to whip out of one's life every vestige of vacillation. He, and he only, is the conqueror who adheres to this rigid regime.

¶ A modern psychologist and student of will power gives us the following instructive and valuable quotation: "The will is the grand culmination of the complex faculties of man. It is the directing and ruling power of the mind. It bears about the same relation to the other mental faculties that the keystone of an

arch does to the stones which are on either side of it. It owes its power entirely to the other faculties. They give it its force and its unique and powerful position. But without it the other faculties lose their chief value. Men are controlled and nations are ruled by a strong, determined will. But there is a vast difference between stubbornness and will power. Most people who flatter themselves upon having a very strong will have in reality a very ordinary one. They mistake the symptoms and are simply stubborn; they may be very difficult to control, but they have no ability to influence others. The real strength of the will is measured by its ability to govern and control the minds of those with whom it comes in contact. Frequently we are awed by the presence of a man with a strong and determined will. He does not need to utter a sound. An invisible something has gone forth which commands more respect than all the words that may be spoken. We might just as well adjust ourselves to the belief that there exudes from the mind of every individual an electric or magnetic something—I will not say fluid. This magnetic current encircles our personality wherever we go, and whoever comes within our presence is immediately affected by it."

**Positive Qualities Controlled by Will.**

Remember this. This vital, magnetic, and influence-making current is produced by the negative or positive qualities of the mind. These qualities which we will analyze later in this lesson are under the control of the will. If the negative qualities are in control, your influence is negative and repulsive. If the positive qualities are in control, your influence is positive and attractive. It is said that the rooms and corridors of a penitentiary have an odor which is peculiar to every penitentiary. This is a mental odor in all probability, or if it is a physical odor, it is caused by the action of the mind, for we must remember that the subjective mind controls the functions and sensations of the body. Continuing, our psychologist says, "you can develop will power very largely by determining to accomplish certain results. Do not at first select things which are entirely beyond your power to overcome, but something that you can do, and after making your determination, carry it out at all events, for if you succeed once you have established a habit. You have cut a road, so to speak, through a hitherto trackless forest. The next time the road will be more easily traveled and your will power will grow in strength. Bear in mind that each failure saps the energy of the will."

¶ You dare not fail—or even permit the sug-

gestion of failure (note the word suggestion) to enter your mind. "Remember that your will power is exactly like your arm; exertion will develop it, but it becomes emaciated by disuse. If you commence easy things and make it a point to accomplish harder things day by day, the time will come when nearly all things will bow before your iron will. You need not speak. Your very presence will exert a more powerful influence than the voice of most persons."

¶ Have you ever marveled at the fact that some Salesmen, who talk little but have strong will power, sell so many goods when other men continually exercise their windmill proclivities with much less success. I say marvel no more, but daily and hourly study the achieving power of will and how to use it to your advantage in influencing people, and selling goods. I say what men need is not more ability, as we commonly use that term, but greater will power to use and direct in proper channels the ability they already have.

**Faith and Confidence Must Accompany Use of Will.** Here is a very fruitful idea. "You cannot will to do that which you have no confidence in your ability to do. When this confidence is lacking you can only wish. A want of confidence, the absence of faith, restrains the will power so you cannot use it." You see then how

necessary it is to have self-confidence and to know how to develop it. Under the head of preparation we tell fully how self-confidence can be developed. "This is one very important thing which you should ever keep in mind. If you do not feel that you can influence others you cannot possibly exert your will power. You wish to influence them, but this lack of confidence in your ability inhibits the action of your will, and there will be practically no effect because where the will is not strong your suggestions will be faulty, your eyes will not give the proper expression. Remember that the eyes are the windows of the soul or mind, and a weak will has one effect upon your eyes, while a strong will has quite another. Remember, too, that if you would succeed best you must have unbounded faith, unbounded confidence in your ability to achieve some specific result. This confidence, this faith will enable you to bring to bear all the will power you possess upon the accomplishment of the object to be obtained. The oftener you use your will, the more rapidly will it gain in strength until it becomes a potent factor of your existence.

**It is One Thing** “The majority of people  
**to Wish,** think they are willing, when  
**Another Thing** they are only wishing. If  
**to Will.** you can only learn to will,  
instead of merely to wish,  
you can accomplish wonders, and exert an  
influence over those with whom you come in  
contact that will indeed be marvelous, for  
the majority of people have never developed  
their will power. They do not know how to  
develop it. And what little they have is the  
result of accident or chance. You have the  
necessary knowledge before you. The will  
may be developed as well as the memory or  
any other mental faculty. Exercise alone will  
develop it. There is in every individual a  
given amount of nerve-fluid or nerve-force—  
this is generally conceded by all learned physi-  
ologists. This nerve-force is variable in dif-  
ferent individuals. It is under the control of  
the will. If the nerve-force is deficient in  
quantity it soon becomes exhausted and the  
will power has poor channels through which to  
manifest itself; so if you wish to influence  
others you must have a proper amount of  
nerve-force.” Let me say here that taking a  
cold bath upon rising every morning largely  
increases this nerve-force, but we will not go  
into the physiological reasons for it here. This  
will be done in lessons fifteen and sixteen  
which are devoted to health and physical  
culture.

¶“The powers of the system for developing this nerve-fluid may be strengthened the same as you strengthen any part of your body. It is only a question of proper treatment and exercise, frequently mental exercise only.

¶“You need not expect to meet with success so long as you are compelled to think of our instructions while you are carrying them out. You should know it so well and practice every part so often that you can do what you do unconsciously; then and only then will you meet with the highest results.

¶“At all times you should keep before you a clear division of the mental faculties, for it is this peculiarity of the mind that makes it susceptible to influence. First, study the weakness of the mind, and the channels through which it may be influenced and the proper mode of attack. This will require thought and practice, and he who would succeed need not expect to do so without labor; you cannot make a success of any subject with a smattering of knowledge of it. There is but one way to obtain a thorough knowledge of any science and that is to learn it as you go.”

**The Man of  
Will Power  
Doesn't Get  
the Blues.**

The man whose will power is developed does not get blue if success does not crown his efforts the first day, or the first week or month, provided always that he knows he is on the right track

and has confidence in what he is trying to sell. The people who get the blues are the people who have not had sufficient experience to develop will power strong enough to drive out of their lives every negative and depressing impulse. The man who knows he is right and bound to win is not over-elated by success, because he knows it is bound to come, neither is he depressed by temporary defeat. He simply collects all his energy and attacks the obstacle, which he knows is harder than usual, with the grim and invincible determination which the Japanese showed in capturing Port Arthur. Come to think of it, isn't getting blue the most foolish thing in the world? When a Salesman is up against a hard proposition it is just the time he needs his keenest wits and most earnest resolution. Here is where he should work out his campaign and figure out the strategic point and hurl himself into the breach with an air of confidence which is irresistible. He should remember Napoleon at Austerlitz or Grant before Richmond.

¶I have known young men to get so blue in a day or a week that they could hardly eat. And they were Americans, too. Young man, if you ever think of getting blue, turn your eyes toward the channels of death leading up to Port Arthur, manned by so-called pagan Japanese, on whose faces was depicted a grim determination which only death or victory

could remove. Think of that sight. Imbibe some of the spirit; then remember that you belong to the greatest race of men the world ever produced; and don't get blue again if you don't sell another dollar's worth of goods for six months. Victory is an antidote for the blues, and remember that will power is the father of victory. All you have to do is to keep at it with a dogged, persistent, determined and aggressive spirit.

¶ We find it necessary to analyze the will in order to show its relation to different qualities of mind and conduct. In Salesmanship, we always think of the will in an aggressive sense. In this connection let us remember that Salesmanship is the ability to influence, and it is impossible to influence anybody to any extent without exercising the will. There are a great many people in this world who never attempt to influence anybody. They never try to please—in other words, they do not represent the aggressive will type. You notice the successful men are the very opposite.

¶ We invite your attention, then, to what we will call the constructive-aggressive brain:

1. Brain power; concentration, reason, vision, originality, aggression.
2. Will power; deliberation, decision, determination, courage, confidence.
3. Magnetic power; initiative, the snap and enthusiasm of enterprise combined with the desire to please.

¶ Remember always that you are to take into consideration the subjective, as well as the objective mind. The way to develop the subjective mind is always to carry this thought in mind: "I have utterly made up my mind that I shall succeed as a Salesman, and that I will day and night hold in mind the one idea of making a great success." Saint Paul made such a decision when he said: "This one thing I do."

**Never Suggest the Idea of Failure** Remember you are never to fail, or suggest the idea of failure in what you attempt. If you set your alarm-clock at four o'clock in the morning you will hear it, but if you pay no attention to it for three or four mornings your subjective mind fails to report it.

1. Training the subjective mind: The direct purpose here is to make you think and develop brain power. Concentration is developed by cultivating a fixed habit of observation, and giving close attention to whatever you undertake until that particular thing is accomplished. You will gain the ability to reason if you will analyze facts as you see them. A flower is composed of stamens, pistils, petals, color, perfume, etc. Study the different principles of your business. Divide your proposition up into its different parts in the same way the miller separates the flour, middlings and bran that come from wheat. Rigidly ex-

amine your opinions. Why do you hold the opinions you do in regard to political affairs or religious matters? Examine your conclusions, beliefs, and business methods. Make sure your conclusions are correctly drawn. Be sure your hypothesis, or basis of thinking, is correct. See that you are not influenced by prejudice or pre-conceived opinions. A good memory is developed by logical thinking and concentration. You will become original, if, in addition to what we have outlined you make up your mind—and carry out your resolve that you will get one new idea, or make one new improvement each day. Aggression or initiative is developed by energetically pushing forward and doing each day what you know ought to be done, no matter whether there is any compulsion for doing it or not.

2. Developing will power: Suppose yourself about to undertake some great physical or mental task, such as climbing Pike's Peak, or closing a million-dollar deal with J. Pierpont Morgan. Prepare yourself for the supreme task. Be confident you are equal to it. It shall be done. Concentrate mind and muscle upon the effort. Practice that until you can control and concentrate your energy at a moment's notice. Practice some difficult task each day. Compel yourself to do it and like it. Use this lesson as the difficult task and force yourself to study these exercises for a certain length of time each day. You will soon discover your strong

and your weak points. Your weak points may be lack of desire to work or study. You can remedy this weakness and build it up equal to the strong points. You are most decidedly warned to eliminate from your life and physical actions or mental moods that which will have a tendency to retard or prohibit the development of the strongest will power. Think now of any physical or emotional dissipations you should abandon. It will take will power to abandon them and there is a double gain. Continually reiterate the expression, "I will."

**Methods of De-** Whenever you are inclined  
**veloping the** not to do a disagreeable task  
**Will** which you know should be  
done, do it at once for that very reason.  
Whenever you dislike to go out after business,  
go immediately for that very reason.

¶ Do instantly any disagreeable task which you know should be done, simply because you know it is disagreeable. Refuse at once to do any agreeable thing simply because it is agreeable, if it is injurious to yourself or business.

¶ Concentrate and use daily in making sales every requisite power which you possess, and you will daily grow into a logical, scientific and successful Salesman. Make a habit of sitting down and thinking deliberately and coolly prior to every important interview. Think the thing out in advance and then when you undertake it do your level best.

¶ In the meantime burn deeply into your inner consciousness this resolution: "I will, I am invincible; failure is an absolute impossibility and not to be thought of."

¶ Decision marks the strong man from the weak man. "Indecision is the paralysis of usefulness." Get what information you can get, or need to get, upon the subject and then decide, once for all, either yes or no. Entirely too large a per cent of the average man's life is wasted through continually putting off the moment of decision. Failure to decide promptly and then execute immediately, the thing they are convinced ought to be done, robs men of opportunity and time which would mean fortune. Vacillation will not do, you must decide one way or the other after the evidence is all in. Decision is the mark of strong men, men of courage. In making a decision, add up every point in favor of the proposition and every point against it, just as you would two rows of figures. Put them under two heads, affirmative and negative, just the same as a jury does in an important case. After you have the reasons all down, add up the two columns, and if the affirmative has one more point in its favor than the negative, you are mathematically compelled to make your decision accordingly. This is the method followed by Senator Elihu Root. Don't think for a minute that you can reconsider it, or that sentiment has anything to do with it.

It has not, except with a weakling, and you, my reader, are no weakling, or you wouldn't be studying this difficult and somewhat abstruse lesson. When you have progressed this far you will have to come to the conclusion that "the will" is the most important faculty in man.

¶ There are a great many different types of will which it is worth our while to study. We say one man is slow but sure. He is not afraid of drudgery. We might call this the slow but sure will. There are several other kinds of will which a Salesman must understand and cultivate. Considering the types of will in Salesmanship, the following list will give an idea of my meaning.

### **The Will Analyzed**

The slow but sure will; developed by constant study, constant work, and attention to details.

¶ The persistent will; developed by aggressive thought and the habit of sticking to it—a determination to hang on and never let go.

¶ The loyal-fidelity will; developed by thinking, by devotion to another, and ceaseless effort to help him.

¶ The courageous will; developed by auto-suggestion of courage, confidence, and determined effort to succeed.

¶ The alert will; developed by wide-awake observation of details and people, concentra-

tion on future work, while not neglecting present work.

¶ The tactful will; developed by the thoughtful practice of adjusting one's self to others for their pleasure and one's own profit, as well as theirs.

¶ The assent-compelling will; developed by continually thinking what people are going to assent to in one's proposition.

¶ The intuitional will; developed by an unabated desire to be a business diplomat, being continually courteous, alert, and desirous of adjusting one's self to circumstances, and being on the alert to develop intuitional ability.

**Eliminate Your Weaknesses** Remember that the thing men know least about is their individual selves. Certain qualities may be developed and others eliminated. We suggest the following methods:

1. Correct your faults. It may hurt but it will pay.
2. Strengthen your weak places.
3. Banish fear, worry, blues, jealousy, hatred, depression, etc. These are to you what salt is to iron. They corrode and kill both you and your business.
4. Cultivate and practice the habit of constructive optimism. Make yourself feel cheerful, courageous and happy.
5. Cultivate the habit of quick deliberation

and prompt decision. (J. P. Morgan makes decisions amounting to millions in a few minutes).

6. Cultivate the habit of persistence, by carefully attending to details.

¶ Finally, make such a study of yourself and your personality, and such a fine adjustment to others that you will be well thought of. Remember that "two-thirds of success lies in making people think you are all right."

¶ The lessons on Expression and Personal Magnetism will greatly aid you in the use of the growing will. They will enable you to translate, to the highest advantage, the constructive personality which these far-reaching and vital principles will enable you to build.

¶ And now a personal word. If you think you have mastered this lesson because you have read it over in a few minutes, believe me when I tell you that you have no more gotten it than you have a bunch of red ripe cherries which have feasted your eye, but hang just above your reach.

¶ Many of the great men of the world have been men of few books, but these books they studied year after year, and meditated upon them. This lesson is for the purpose of developing will power and making you think—two things which are absolutely essential in Salesmanship. For this reason you should carefully study this lesson once a month for the next five years. Remember, it takes will

power to do that, but that's what we are after. If you religiously follow these instructions you will be a power in the business world in a few years.

¶ Just a word as to what this instruction will do for you. It has largely increased the earning capacity of thousands of men in one year. If you are a Salesman, it will increase your earning capacity, provided you carefully study it. It will increase your earning capacity and efficiency no matter whether you are a personal Salesman or an employer. It will show you your weak points and mistakes and enable you to correct them. It will give you ideas on business and Salesmanship which are making and have made fortunes for the keenest and brightest Salesmen in America. It will suggest to you methods which you never dreamed of before. It will lift the veil of failure or mediocrity and enable you to become a really great business man. It furnishes you with a chart and compass and leads you to the gold mine, but you must use the pick. You must uncover the earth before you find the glittering vein.

¶ "What a man can do is limited only by his willingness to work."

¶ "Don't be afraid of anything in the world when you think you are right."

¶ "Do something every day or two for no other reason than its difficulty."

¶ The man who has command of his brain

faculties, and knows how to use them, has a key that will open every door.

¶“A character is a completely fashioned will.”

¶“A man who wills it can go anywhere and do what he determines to do.”

¶The man who never quits, develops confidence and reserve.

¶“Nothing is impossible to the man who can will.”

¶Purpose and initiative determine our direction. Will power is the force that drives us on.

¶Stubbornness is exercising will power without reason.

¶“Is there one who will conquer? That kind of man never fails.”

¶“You were endowed with that which makes you akin to God in His creative power—a will.”

¶“Let it be your first duty to teach the world that you are not wood and straw; that there is some iron in you.”

¶The less a man does, the less he wants to do. The more he does, the more he can and will do.

¶“Will is an aggregation of tendencies to act in a firm and prompt and definite way upon all the principles of life.”

¶The man who has mastered himself has mastered the secret of success.

¶“Don't dodge difficulties; meet them, greet them, beat them.”

¶“The hill, though high, I covet to ascend;  
The difficulty will not me offend.”

¶“When there are two things to do, one of which ought to be done, and the other is what you very much desire to do, be sure to begin the former first.”

¶“There are two freedoms—the false, where a man is free to do what he likes; the true where a man is free to do what he ought.”

¶“God gives us the power to form habits, that we may crystallize victories.”

¶“No man ever found a happy life by chance or yawned it into being by a wish.”

¶No man dare get into the habit of making excuses for not succeeding.

¶“You cannot in any given case, by any sudden and single effort, will to be true, if the habit of your life has been insincerity.”

¶“If you would create something, you must be something.”

¶Do some hard thing daily. It is like taking out insurance. It stores up energy.

¶“That which seems a trifle to us may be the secret spring which shall move the issues of life and death.”

¶How do you feel about your past efforts? You didn't do your best, did you?

¶“Are you in earnest? Seize this very minute. What you can do or think you can, begin it.”

¶“Gifts count for nothing; will alone is great. All things give way before it, soon or late.”

¶“The education of the will is the object of our existence.”

¶“Where there is a will there is a way.”

¶“The world always listens to the man with a will.”

¶The will defined: “It is the power of the soul by which it is the conscious author of an intentional act.”

¶“The will does not act without a reason, and it cannot have a purpose without intelligence.”

¶“There are impulses almost infinite in kind and number which belong to our experience, and the will makes a decision as to which shall be regarded.”

¶“Life is constructed on the plan that among them and over them all the will shall have the sceptre of authority.”

¶“There can be no inspiration for the doing where clouds obscure the vision.” This is a great point.

¶“Indecision is listening for the command to retreat.”

¶“To bring the will into a state that is ready to do difficult things is to secure efficient training.”

¶“The will can and should rule the intellect.”

¶“Nothing more completely weakens will than unchecked, drifting thought.”

## TEST QUESTIONS.

1. How much time do you believe should be devoted to the study of will power in general and this lesson in particular?

2. Why do you believe will power is the greatest word in the English language?

3. What can you say about concentration and attention?

4. What is the great difference between stubbornness and will power?

5. What has the will to do in developing the positive qualities?

6. What can you say about your will and the development of habit?

7. Why shouldn't you permit the idea of failure to suggest itself to you?

8. Why do some Salesmen who talk little have such great success?

Answers to test questions should be written on paper of foolscap size and on one side only.

To insure prompt return of your examination papers be sure **ALWAYS** to write your name and **PERMANENT** address at top of first page of Every paper.



## INTRODUCTION.

¶The preceding lessons have, so to speak, "taken the cover off" so that we could get a good square look at ourselves and our relations to the great business world about us. And now that the cover is off we want to dip down deep—each one of us—into our lives and have a house cleaning—stir things up and take an inventory of our stock on hand.

¶It will surprise us—all of us—to find what a stock we have. It will inspire us just as it will inspire a man to suddenly discover that he is rich when he thought he was "poor as a church mouse." We will find that some of the stock we have been using in our business—our life—is of a bad sort—it has given us a bad reputation, and worse still it dampens our spirits and kills our hope and faith, because we realize vaguely that it's not of the right sort—and there it is piled up on the shelves of our consciousness so deep and high that we never have realized that the good stock is in behind it. Throw out the old stock. Get the new stock moving. Don't be afraid to go through this lesson or parts of it every day for a month and then when you get the habit keep it up. It's strong medicine but it's not poison—it's a natural tonic. It will put your own personality in the lime light where you can see the fetters that may be holding you down, will give you the strength to burst them and will show you a glorious and inspiring vision of what you **really** are and may be when you turn yourself loose.

J. S. Knox.



## LESSON IX.

## SOME OF THE CREATIVE FACULTIES

**Self-Governed or Governed From Without?** Self-satisfaction and self-justification are two of the greatest sins in human life. Contentment is all right for animal life, but it is the curse of the human race.

¶ The animal we discover is governed by circumstances outside of his own life. And when you leave the animal kingdom and study the lowest type of man you will find that he too is governed quite largely from without. He does not possess the creative forces within, and therefore depends upon his boss or manager to tell him what to do. When you approach the higher grade of civilization you find that the following creative forces are active and controlling the man from within, viz: thought, purpose, initiative, concentration, courage, determination and enthusiasm. The more highly these qualities are developed the less the possessor is in need of supervision. So long as a man must have a superintendent to lay out his work and manage him, just so long must he help to earn this superintendent's salary. **Cut yourself out first, then**

make a place for yourself. Take the hobbles off your brain, unloosen your courage and give your best self a chance.

**Life-Forces From Within Joined With Factors From Without.** I consider purpose one of the great creative qualities. Purpose is the child of knowledge which has been vitalized by an ideal. There is not much hope for a man who does not

possess a fixed aim, a definite purpose—something to spur him on, to call out the very best there is in him day by day. A man must have a definite object in view, something that will daily inspire and arouse the lion of progress within him. This purpose must be so strong and so intense that it will enable him to cut through tremendous obstacles with the same vigor that a ship at sea cuts through the raging billows. The man of purpose lays his plans with the expectation of doing a certain amount of work each week or month. He establishes a record and then fights with might and main to surpass that record.

¶ But the effort requires initiative. The man who determines to do a certain amount of work and fails to put forth initiative, weakens his purpose as well as his initiative.

¶ What is initiative then but doing what one's mental and moral promptings tell him should be done. In other words, initiative is a creative quality, as the desire for action comes

from an inner prompting rather than an outer command. The man who has to wait to be told is in a low mental and moral condition, and his future will amount to very little unless he arouses himself. The man who waits to be told is lacking in both purpose and initiative, and is very little above the day laborer who depends upon his boss for instruction.

¶ Given the creative qualities which are vitalized by a high ideal, what are the factors on the outside which are necessary in order to develop a strong personality, a strong leadership? One of the first of these factors is opposition, obstacles that must be overcome. These obstacles require tremendously hard work. But every victory won, every obstacle conquered, makes the individual stronger and abler to fight a greater battle. But the real joy of life comes from winning a hard fought battle. "There is joy," says Cooley, "in the sense of self-assertion. To brave the disapproval of men is tonic, it is like climbing a mountain path in the teeth of the wind." Someone else has said: "It is easy not to do the thing that needs to be done, even though there be great inducements in the way of satisfactory rewards. But the man who prefers to do only what is easy will never be able to do the thing that is hard. And that is not the worst of it. He will be robbed of one of the richest joys of life."

¶ Initiative, or going ahead and doing what

we know needs to be done, is the result of self-assertion, and self-assertion is a dominant quality in every great leader. "The men we admire most, including those we look upon as peculiarly good, are invariably men of notable self-assertion. Every man who is any good has intense self-feeling and self-assertion in regard to his own business."

¶ We all have a tendency to be sluggish. We are constitutionally lazy. We must have something to arouse and inspire us. Failure, chagrin and pride often furnish the stimulus. Sometimes competition is necessary. Again Cooley says: "No matter what part one is fitted to play, he can make progress in his path only by a vigorous assault upon the obstacles, and to be vigorous the assault must be supported by passion of some sort. Conflict is a necessity of the active soul." The man without initiative is not worth much. The man who is not aroused and inspired by the approaching conflict is a weakling, but he can overcome this weakness by throwing himself into the conflict and doing his best.

¶ A Salesman will sometimes do double the work in one organization that he does in another. One organization is constantly aroused to an intense pitch of enthusiasm, the other is not. No organization can get the best results out of its men unless they are continually aroused and inspired and kept on their mettle.

The time will soon come when the managers of stores as well as other organizations of Salesmen will realize the value of arousing and inspiring their Sales-force by frequent meetings. I will state it as a fact that no group of clerks, Salesmen, or business men will long keep out of a rut unless continually aroused, inspired, and **taught**. In connection with this thought an eminent writer says: "To become aware of life and striving going on about us seems to act immediately upon the nerves, quickening an impulse to live and strive in like manner. An eager person will not hear or read of vivid action without feeling some impulse to get into it just as he cannot mingle in a hurrying, excited crowd without sharing in the excitement and hurry, whether he knows what it is all about or not." Go down the street in a small country town and a feeling of laziness comes over you, but walk down State street, Chicago; Market street, San Francisco; or Broadway, New York; and you immediately feel the thrill of life. You are irresistibly impelled onward with the seething, rushing mass of humanity. ¶ "The **genesis** of ambition is often something as follows: one mingles with men, his self-feeling is vaguely aroused and he wishes to be something to them and he goes home nursing secret ambitions." ¶ The late Professor James of Harvard suggests that rivalry does nine-tenths of the

world's work. "Certainly no motive is so generally powerful among active, efficient men of the ordinary type, the type that keeps the ball moving all over the world. Intellectual initiative, high and persistent idealism are rare."

¶ It takes initiative to win success in any undertaking. It takes initiative to carefully study these lessons. The man who has not enough initiative to study these lessons has not enough initiative to do a lot of other needful things, and such a man cannot hope to compete successfully with the man who has not only the initiative to make the study, but the power which results from completing the study.

¶ It takes initiative to carry on this work successfully but it takes more than initiative, it takes concentration. Knowledge is power, but knowledge must be concentrated and not spread over a broad area. Knowledge may be scattered over such a broad surface that it loses both strength and usefulness. "Concentration gathers the forces of knowledge together and makes them effective. Knowledge may master many subjects but put none of them to practical use; concentration will make the most of even a small degree of learning by directing it all in one channel." The sun's rays when concentrated will literally melt solid iron.

¶ When these qualities are backed by cour-

age and determination, and saturated by burning enthusiasm the Salesman is irresistible. The very mental attitude which these qualities create raises a man above discouragement and makes him superior to defeat.

**Causes and Circumstances.** The man who is master of himself and has developed his creative faculties, is neither the slave nor puppet of environment or circumstance. Man is influenced only by that portion of his environment with which he connects his own life. If he is controlled by his circumstances it is only because he is too weak to influence and change his circumstances.

¶ A man may deplore his bad luck and say his conditions, his circumstances, are against him, when all the time the trouble is with himself. He has failed to consider the causes within. His judgment may be at fault, he may be careless, lazy, dishonest, unprepared, or fail to understand how best to handle men. One weak point within his own life may be the rock upon which he is being wrecked. Look within your own life. You may see faults in others but you can't afford to harbor them within your own life. Make a rigid self-examination. Whatever your faults are you must literally cut them out of your life or be conquered by men of less ability who are masters of themselves, and

**therefore able to master their circumstances.**

¶ Men are anxious for success. They wish their circumstances changed but they are unwilling to pay the price of changing themselves. Men must join causes and effects together. Bad thinking will never produce good results. Really satisfactory results, therefore, are always produced by good, clear thinking. This a man cannot do unless he is master of his own brain faculties, and works not only in accordance with the great laws of mind but in harmony with the laws of society.

## BRAIN FERTILIZERS

**The Sluggish, Paralyzed Brain.** It is said on authority that seems at least fairly competent, that only ten per cent of the men of America are thoroughly efficient or so thoroughly trained that they can do their best work. A psychological magazine makes the statement that there are only about one hundred and fifty thousand original thinkers in America. While a writer in the New York World says: "The great majority of mankind has no creative usefulness." In discussing this subject with an educator of scholarly attainments he hazarded the remark that possibly not more than one man in a thousand was doing the best work of which he was capable. Of the thousands of young men to whom I have talked in regard to accepting a position a large majority would say: "I haven't confidence enough in myself to believe that I can do it. I fear that I couldn't succeed." That word fear is the paralysis of usefulness. It paralyzes effort and initiative; it demoralizes mental and moral stamina; it keeps millions out of their rightful kingdom; it is the bugaboo which frightens men from the pathway of victory; it is the fatal child of the

imagination because it is the result of negative thinking. It is evident from the above, that at least ninety per cent of the men of America have failed and are failing to give the world the highest product of their brain and heart, largely because their education hasn't brought out the best there is in them. The fruit hasn't been ripened. Of course, no man can do more than his best, but a good many men can do more than they think is their best. There is just the point. It is largely a matter of thinking. Let me name some of the negative qualities which are holding men in slavery. Self satisfaction, lack of confidence, lack of ambition, a failure to continually read and study, a failure to get new ideas whenever and wherever they may be found, constantly thinking "I can't" or "I won't" thoughts, instead of "I can" and "I will," a desire to apologize and excuse one's self for getting into a rut and staying there, a willingness to follow one's impulses and moods and the line of least resistance in general, instead of the line of highest and greatest need.

¶ I have met hundreds of men who seemed to be almost mentally dead. They weren't willing to try; they didn't seem to have any fight in them; their brains seemed to be hide-bound. I have tried to touch the smoldering and dormant spark of ambition. I have seen it flash at times in response to a stimulus, and

then die down again. It had never been developed. Every man has the germ of all the positive qualities somewhere within the circumference of his personality. In most of us they are dormant and undeveloped. They have never been coaxed from their hiding place. They have never been given a proper chance to grow. They have been covered by debris as hard and unyielding as a granite wall. But we know that a bright, rich vein of gold lies hidden in the bottom only waiting for a chance to sparkle in the sunlight. My friend, do you know that you have been starving your positive qualities, starving your brain, and smothering your highest emotions? It is time that we remove the rocks and mud and slumbering cant's and impossibilities and give ourselves a chance to grow.

¶The greatest discovery a man ever makes is not in the Klondike or the diamond beds of South Africa, but under his own hat. Millions lie hidden there waiting to be discovered. "How can I find myself?" Let that be our motto. What we do find is small at first but it grows with marvelous rapidity. It takes more than days, or weeks, or months, for one to revolutionize himself. It takes years, but it can be done—and what a revolution!

**Stimulants  
which Rouse  
the Brain.**

Ask yourself whether you belong to the majority or whether you are one of the ten. The chances are you belong to the majority. If you lack the conquering spirit but really want to do better than you are now doing, you must desire to make a better success, you must expect more, you must have a larger faith, you must attempt more, you must study more, and possibly work harder. You must take for your motto "Doing what can't be done is the glory of living," and you must do to-day what seemed to you impossible yesterday, and keep doing it. The greatest and most powerful stimulant in the world is a mental invigorant. Every young man who is ambitious to make a name for himself, who is ambitious that his future will amount to something, should see to it that the brain is stimulated as often as possible by reading an account of some heroic deed or by reading the ideas which come pulsating thick and fast from the brains of men who are in the midst of the fight and carrying the palm of victory. I believe in it because I have tried it and because it is a psychological fact. "Every idea which enters into the mind immediately tends to express itself in action." If ideas of inspiration, of determination and of success are constantly poured into the mind, it immediately begins to act in compliance with the ideas upon

which it has been feeding. You can't fill a pail with water and expect to get honey out of it, neither can you fill the brain with trash and expect it to win success for you.

¶ Let me give you a formula for the development of the positive qualities. You know scientists tell us we can increase the weight of our brain one-sixth. But I am more interested in increasing the quality. Read some inspiring chapter or the record of some heroic deed which will so arouse you that you can't sit still. Do that every morning for a year, and you will note a remarkable change at the end of the year. This is only the first half of my formula, the other half is as follows: Attempt some work every week which is just a little harder than anything you did the previous week and be sure you do it. A man is conqueror or he is being conquered every day of his life. He is conquered if he is not willing to attempt anything more difficult than he is accustomed to do. He conquers if he is willing and anxious, week by week, to attempt and carry to a successful conclusion more difficult tasks than he ever attempted before. Why has "the great majority of mankind no creative usefulness?" Because the average man never dreams that he possesses a creative mind. He has been educated to believe that he was a poor, miserable worm incapable of ever rising above the commonplace of his environment. A new light is dawning, a new

philosophy is developing which tells young men they can get whatever they go after if they go after it hard enough. All that is needed is courage, backbone and the spirit which determines to do or die in the attempt. Are you willing to get into the game? You have the ability, all it needs is to be developed. This ought to give you confidence. Every man has brains enough to do in five years from now what is absolutely impossible now, providing he will begin at once to use them. As iron is sharpened by contact with iron so the brain is sharpened by perseverance. **Purpose and perseverance are the two great words.**

¶ But what has this to do with the science of Salesmanship? Just this: The number of hundred point men is woefully small. And even the hundred point men might largely increase their income. I know a great many hundred point men. Every one of them possesses the fighting spirit. **They have a vital purpose in life.** They radiate the spirit of victory. They are always looking and planning for big things. They are persistent, resourceful, energetic and aggressive. If they get beaten in the forenoon they lay their plans more carefully for a double measure of success in the afternoon. There is no letting down the bars with your hundred point man. He never admits defeat. He never admits, either to himself or anyone else, that

he has had the blues. He meets men with the smile of confidence. This very confident, active and attractive exterior of his, affects and invigorates his mind and attracts business. We must act the part whether we feel like it or not. Then if we act it we feel it. I know a Salesman who got a pocket looking glass and before he approached a house he would laugh and smile and say: "Stark, you don't look so bad, you are a fine looking fellow, you are a winner!" He even pinched and rubbed his cheeks. When he had the blue lines all rubbed out and a splendid smile manufactured he would walk briskly up to the door, ring the bell and go in with all the aggressive spirit he could command. He won out under difficulties. He had a hard battle, but the character developed was worth all it cost and more.

**Magnitude of  
Ideas Deter-  
mine Brain  
Caliber and  
Vice Versa.**

I used to spend some time hunting when a boy. I found that number four shot would kill chickens and ducks and other small game at close range, although it would sometimes rattle off a mallard drake's back at a hundred yards. I noticed, however, that when the Japanese went gunning for game within the walls of Port Arthur they didn't use number four shot, nor number one shot, but massive balls of steel which weighed hun-

dreds and sometimes thousands of pounds. Those massive weights would pierce a brick or stone wall several miles away. There is just as much difference between the size of ideas and their effect upon the brains of those producing them, as there is between number four shot and those giant projectiles of steel.

¶The caliber of the thought which the average man permits to enter his brain simply tickles the gray matter as number four shot does a goose at a hundred and twenty yards. It doesn't make any impression.

¶The man who desires to shoot big game must load his gun with big shot. The man who wants to do big things must invite into his brain gigantic thoughts which will pierce his skull and cut an indelible channel through his brain. Such ideas arouse and move men to their innermost depths. The only way these ideas can be serviceable, or even kept at all, is to use them. A cannon which is mounted but never used will soon rust and be fit only for the junk heap. The Japanese cannons would soon have been out of service if they had only been mounted but never used. When they were ready they were used and their execution was deadly. An idea to be of any service must be used at once. Some people think ideas should be measured by the size of the book or by the yardstick, instead of by the results which they get. Some people would want to buy diamonds by the

ton as they do bran or baled hay. A man told me, in speaking of a certain book, that every idea he read there suggested thirty-five other ideas. If you desire to do big things and want to get big ideas go to some man who has done things, who has brought things to pass and is now doing things. Go to an American gunner if you want to see a man who can do deadly execution—rather than to a Spanish gunner. If you want character, associate with a man who has character and you will catch it. If you want to be a great lawyer get close enough to some great lawyer so you can catch his ideas, his methods and his spirit. If you want to be a great Salesman there are innumerable things to learn which no man can learn alone. There are ideas which have been gathered and correlated, and which have passed through the fire of reason and come out burnished like new gold, because they have produced the gold. In other words, they get results. Such ideas are valuable because they come from men who know their business. A man who has never done anything but theorize may give a fine theory or a fine formula, but it is fine only in appearance. A chemist or doctor never uses a formula till it has been tried and experimented with, till it produces definite and absolute results. Ideas are valuable, but knowing how to use them is just as valuable. I would be willing to pay a hundred or even a thousand

dollars for an idea, providing that idea enabled me to earn enough money to pay a dividend on the investment of fifteen or even ten per cent. Any wide-awake business man would do the same. Suppose I invested one hundred dollars in an idea. I would be justified in so doing provided it enabled me to earn ten dollars more annually than I could possibly earn without it. The average young man can get great ideas if he goes after them and do great things if he tries hard enough. But he will never get great ideas from cheap novels or from cheap men. His mental stimulus must come from men who are playing the game successfully.

## WORK.

¶ If there is anything in this world that will take the place of work nobody has found it out. A man may have education, talent, genius, but none of them are of any avail unless he works. Genius is intensity and as George Eliot says: "We must preserve an energetic certitude and a fervent trust." We can't do that unless we work. Very few men overwork. I honestly believe it is much better for both brain and body, for one to work day by day to the extent of his capacity until he is very tired, than for him to only half work. One gets much more real pleasure and zest out of life by working with a full head of steam than at only half pressure.

¶ The great curse which blights the hopes, prospects, and decreases the income of Salesmen who are working on their own time, is their waste of precious time. The insurance agent, or the specialty Salesman who goes from house to house or from office to office, too often gets the idea that he can lie in bed as long as he wants to in the morning because he has no boss. He thinks that if he doesn't feel just right or if the weather isn't just right he won't go out till noon. At noon he

thinks he will wait for an hour or two and finally he thinks it is too late and he will wait till the next morning.

¶ I speak advisedly when I say there is no hope for the man who doesn't have a regular hour to commence work each morning just the same as the hired man who must report at a certain hour. I worked a good many seasons as Salesman from house to house, from office to office and from store to store, and I have handled thousands of Salesmen who did the same, and the only men who did high grade business were the ones who were regular in beginning in the morning. The Salesman who has no definite hour to start in the morning and who will come in after breakfast and write letters or read the papers, is building a wall between himself and success which will be very hard to climb.

¶ I have known men who would deliberately sit down after breakfast and spend two or three hours and sometimes the whole forenoon over a bunch of newspapers from home. They would read everything, including the ads. These same fellows would devour every article in the morning paper, including the divorce news, prize fights, baseball news, etc. The man, whose conscience is so dulled that it will permit him to kill good time that way, will be obliged to re-educate it if he ever expects to be anything but a one-horse Salesman, or a one-horse man at anything.

¶I have seen men—splendid specimens of men, both physically and mentally—go to their room after breakfast on a beautiful morning and write friendly letters all the forenoon. They would do it without an apology. The man whose conscience will permit him to do such a thing is digging his financial grave. Mind you I am not talking about the man who is working on a salary. I am talking about the commission man who is working strictly under his own orders. The man who is not conscientious in doing his own work can never be conscientious when working under orders. Remember, gentlemen, we are doing more than simply making a living; we are building a life. The man who will not go right after business when he has no compulsion but his own conscience and his own need is not likely to ever be at the head of a concern. He never will be unless he changes.

¶I am not talking from hearsay, I have been there. I had a definite hour to start out every morning, rain or shine, blue or golden, feelings or no feelings. I made that a habit and it got so that if I were detained for a few moments for any reason, I would be nervous and uneasy. It was easier to go to work at that hour than not. I have tried the other plan, the any-old-time plan, and found it utterly demoralizing.

¶ The young man who can take the field on his own responsibility, whether he is general, corporal, or private, and be just as regular and work just as hard as though a club were held over his head, is a jewel and almost worth his weight in diamonds. Such men are scarce and the world is bidding high for them.

¶ I know it is difficult for a young man who is inexperienced to work at high pressure and sleep only eight hours. It is easy for him to loaf—too easy. It is easy for him to get lazy. But if he does get lazy his future is doomed. He will stay just where he is and very likely go down hill. Such a life is wretched, indeed. If he had only wisdom enough to push as hard as he was able for a year or two he would go up like a skyrocket. His work would lose its drudgery, his income would be increased and his hopes, ambitions and aspirations would mount skyward.

¶ It is amazing to think that young men will go into a saloon, a pool room, or stay around the house for hours at a time, sympathizing with themselves and losing golden dollars and diamond opportunities, and all because they are too lazy to get out and hustle; and if they only knew it they would feel ten times as well when hustling, generating enthusiasm and getting results as they do when killing time. You allow yourself and others who have nothing to do, to kill your time. Where they take your time they take your money. You

would arrest a man who had the nerve to take your pocketbook, but you kill time and let others kill your precious time with never a protest.

¶ Time is passing. We will soon be getting old. Let us systematize our time and never waste a minute. It is too precious to waste. If you will follow this plan you will be amazed at your added success and progress in one year. Let us banish the yellow streak and make a break for liberty. Let us get right out and move and keep moving. It is the only way to be healthy, happy, get results and respect ourselves.

¶ If you wish to take a day off do so, plan to do it; but as you value your own future don't kill time for a day, because you have the feeling all the time that you ought to be at work. Remember that if you do take a day off it will take at least one more day and possibly two to get up steam again. Where a man loses a day he loses the money he should have made, he loses generated energy, and he loses nerve, and the longer he keeps from working the more nerve he loses. The man who is irregular about his work of selling, almost always quits from sheer loss of nerve and lack of momentum. If a train is to make a record run across the continent it must keep moving, it can't stop at all the jerkwater towns on the way. It takes a lot of energy to gain momentum, and that momentum once attained

will carry you along as it does the fast mail.

¶ In Salesmanship the law of haphazard work is the law of disappointment and failure—inevitable failure. But Salesmen do not seem to realize it and usually charge their failure to poor territory or bad luck. I trust this lesson will help many men to see this matter in a new light.

¶ No business man can afford to write personal letters or read the newspapers during business hours. Real business men are very strict in their observance of business hours and never do such things. The real business man attends strictly to business during business hours and cleans off his desk every day. Promptness, punctuality, earnestness and hustle mark the successful man.

¶ Systematize your work. You can't afford to sleep more than eight hours a day, that is if you are healthy, and I assure you this lesson is not intended for invalids. Set a regular hour for going out in the morning, and keep that agreement with yourself just as sacred as if made with the President of the United States. When I was working insurance I went out every morning at the regular time whether the thermometer registered twenty below zero or not. Plan to work at least a certain length of time every day. Plan to put as much energy into your work each day as you can stand. It is good for you. The harder you work the harder you can work.

A great many Salesmen never know what it is to be dead tired—they just think they are tired. They could easily use up a half more energy every day and get twice the results. The extra ginger, the extra momentum brings people to a decision. Try this new plan of intense, ceaseless hustle for one month and keep it up for a year. Feed your ambition on a new diet. Get more life into your movements. Get more inspiration, more enthusiasm and more aspiration. Work in the forenoon, work in the afternoon and work at night. I have known more than one man to close a contract at midnight. You must do more than the average man in order to get a better position than he has. You must get results, for nothing else counts.

## WORK A TONIC FOR INDISPOSITION, AN ANTIDOTE FOR THE BLUES AND DISCOURAGEMENT.

*By J. G. Terry,  
of the Terry-Swain Publishing Co.*

¶ Work, genuine hustling, kills the blues and drives out doubt and distrust and worry. Get the work habit fastened on you once and it will be almost as hard to shake off as the drink habit, and the glorious thing about it is, the more intensely you work the better you feel. About the only difference between optimism and pessimism is the difference between earnest work and half-hearted work. Really earnest workers are never pessimists.

¶ When you have been pounding away after business with no results and nothing in sight you will perhaps feel just like letting up. What's the use of working away, wasting effort and energy and tiring yourself out? Why not take a rest and wait till you feel more like it and prospects brighten up? Don't! Fire up and keep going. Enthusiasm is energy on fire, and it is a fire that will burn away all barriers between you and the orders that you can't see. Inactivity is a fire extinguisher so effective that it will smother your

energy and your purpose and leave nothing but dead coals. But you say, "there's no business in sight." Strange to say the business that's the closest and easiest is seldom in sight. It's just around the corner. There's nearly always a corner just ahead of you. That's why you can't see the orders till you bump right into them.

¶I know, and every Salesman knows that hundreds of times just to keep moving is a fellow's salvation. It's a thousand times better to keep going even without a single order than to stop even for an hour. When you had your eye out for orders you didn't have time to see everything that was in the way. But, when you stop, a thousand difficulties which you didn't see before begin to loom up. You can see them, but you can't see the orders behind them. Fear begins to creep in, your courage crawls out and hides in the closet, your spirits go down and you soon become a "big man afraid of his shadow." You couldn't see your shadow when you had your eye out for orders. Now it's so big you can't see anything else for it. Get busy! Don't stop to reason about it. If you are not sick abed there's only one thing to do and that's to make a big bolt and get right into the fighting line before you have stopped to think of a single reason why you can't get business. Just take yourself by the collar and throw yourself in where you have got to fight, and you'll feel

your pulses begin to beat faster, your courage will come back and you'll begin to feel victory in every pulse-beat. You're a man—you are master of yourself and your moods, and you feel like a king.

¶The world salutes the man who is always on the move. It admires him and is just a little bit afraid of him, for the man who is always moving is going to move something. A fellow never gets his best business when his blood isn't running fast and the only way to make it run fast is to move. You feel good when your pulse tingles. You feel mean when you're lazy. You're proud of yourself when you're busy. You're ashamed of yourself when you're loafing. You know it. No man has the courage to meet his fellows when he is ashamed of himself. Get up. Shake yourself. Rush out into action. It's the only thing that will save you when you're losing confidence in yourself, and it is a tonic that will change defeat into victory every time.

## MAXIMUM ACHIEVEMENT

### THE PRODUCT OF AWAKENED MENTAL, MORAL AND PHYSICAL POWERS.

*The following pithy paragraphs are from the pen of Gage E. Tarbell, Ex. Vice-President of the Equitable Life Ins. Co., and one of the greatest Insurance men this country has produced.*

**Are You a  
Steamship or  
Driftwood on  
the Sea of  
Life?**

The trouble with most of us is that when things do not go right we are always looking for causes outside of ourselves. We excuse every outward circumstance; we look for reasons round about us and with a thousand lame excuses shut our eyes to the real arbiter of our misfortunes—our own selves. In almost every instance the cause of our failures, if we are honest with ourselves, can be traced to our own sins of omission or commission. If we should look within instead of without and with unprejudiced eyes, we should not only find the fault, but in all probability the remedy also; for to acknowledge our weaknesses to ourselves and to resolve to overcome them is to have the battle already half won.

**Are You Only  
Half a Man—  
or Less?** Many a man has never realized the talents he possesses—does not know the possibilities that are latent within him, because he has never made a painstaking and diligent study of himself. “Know thyself” is a good motto but too rarely understood or heeded. I beg of you to think of it seriously. Let us be as severe with ourselves as we can be. We can afford to forgive many things in others, but we should look with tolerance on nothing in ourselves that does not meet the approbation of our cold, unbiased judgment.

**If Less than  
a Whole Man  
—Why?** Schiller says: “Every man stamps his value on himself.” Don’t be afraid of anything in this world when you think you are right. Fear makes you doubt the very abilities and talents that you possess, and literally robs you of so much per annum in both material gain and mental development. ¶ The trouble with most people is they do not properly realize the value of an hour. The immortal Dante did, and forewarned us long ago, that “He who knows most, grieves most for wasted time.”

¶ Thousands of men when almost persuaded will permit the agent to decide for them. An application filled out for inspection by the applicant is often signed, but the agent

who waits to be asked to fill out the application will find it necessary to live on hope the greater part of the time.

¶ Show me a man who is willing to live without work and I will show you a nonentity. Show me a successful man and I will show you one who **loves his work** and who finds his happiness in it.

¶ There is much in the way a matter is put. This matter of putting things in palatable form is one of more importance than most people realize. Study the agreeable way of putting things. It makes friends instead of enemies.

¶ What matters it to the world, how many "mute inglorious Miltons" have died unknown, as another poet has sung, or how many fancy themselves able to do things that they have never demonstrated. The only Milton it respects is the glorious old blind man, who lived and sang, and it has **never given a laurel wreath yet for a deed undone**. Tangible results are the only true measure of a man's worth to the world.

¶ Enthusiasm generates energy as naturally as the sun gives forth heat, and energy again by its reflex influence increases enthusiasm. If I were to be asked what is lacking in the majority of men I should say Energy. Put more energy into your work, more energy and yet more energy: then believe in yourself and your calling, and you will be one of the

enthusiasts climbing to the top. Enthusiasm will gain more followers for a cause in a ten minutes' talk than moderate solicitation will in a year. The enthusiastic life insurance agent is not at all in the same class as the agent who works without conviction and without energy. The former is living in abundance, the latter is earning a living. The less a man does the less he wants to do, and the more a man does the more he can and will do.

¶ The intellect will go just as far as it is taken. It is limited only by its possessor; "property is an intellectual production." The contestant who loses his head also at the same time loses the game; "the only irreparable calamities are those that paralyze the will." A man need not be a prodigy to be successful, but he must be a man of decision, action and energy.

¶ One fact stands out strong in my observation of the character of men who have accomplished much; they have been **superior to discouragement**. The man who knows no discouragement knows no defeat. The very mental attitude that puts him above these things raises him to a plane of inevitable success.

¶ The longer I live the more absolutely amazed I am at the amount of ability that lies dormant in mankind; ability that is negative;

that lacks simply an understanding of itself, or a vitalizing spark to make a start toward growth.

¶ You must never forget that when you have done one thing you can do a greater thing another time, and you must undertake that greater thing immediately if you want the full measure of benefit from what you have already accomplished.

¶ Our business in life is not to get ahead of other people, but to get ahead of ourselves, to break our own record; to outstrip our yesterdays by to-days.

¶ You cannot grow in character and ability without attracting to yourself the material elements of success. The man who has learned to master himself has mastered the secret of success: all things come to him who feels within himself the power to compel them. The man who cannot see that it is to his advantage to take the initiative is not enough of a thinker to interest me.

¶ The test of a man's worth to the world is what he does. There are just two kinds of people in the world: those who do things and those who do not. The former are the glory of the world. They lift its burdens and see that things keep moving and improving. The latter are the baggage—the incumbrances. They have to be pulled along. It is doing the things that seem difficult and often impossi-

ble that makes a man strong. It is fearing to do new things that keeps the average man from getting beyond the ordinary.

¶ Don't excuse yourself for some defect that is in your power to eliminate; **go to work and eliminate it.** Don't seek the praise of others for what you are doing—be your own most heartless critic and deserve your own praise. Work for your own sake; not only for the material advancement and emoluments that follow intelligent work in your business, but for the development of your own self—the growth of your own understanding and capabilities.

¶ There is seldom one hour of idleness in which men do not miss opportunities, and to miss one opportunity in our business often takes out of reach the opportunities that follow success. Supplement your natural ability with great industry and unswerving perseverance. Have the reputation of being the most energetic, best informed, the most reliable, as well as the most obliging life insurance agent in your community. Do not take your leisure until after you have earned success.

¶ Many people go through life without knowing what it is to live. Unless you are living for something and know what it is; unless you have a definite aim in view; unless you are making the most of every talent with which Nature or a kind Providence has endowed you; unless you are developing every

day by judicious exercise every faculty that you possess; unless you are gradually but never ceasingly broadening — expanding — growing — achieving better and better and greater and greater results, as the days and weeks and months go by; unless you are doing all these things, you are not living in the right sense of the word. To spend your days in anything short of searching out the forces within you, and without a daily, active, vigorous, aggressive struggle to accomplish the aim of your life and to live up to the best that is in you, is not to live, but to exist. To take things passively as they come and get along with them whatever they are, is not even to exist, but to be tolerated. To say you “can’t” do things is for the ignorant and superstitious of bygone ages. The **living** men of to-day — those who are **living** as I understand the word — will never admit that there is anything another man can do which they themselves cannot do.



## LESSON X.

### EXPRESSION AND ITS RELATION TO SALESMANSHIP.

¶ "If you wish an idea to live, express it. That which is not expressed dies."—King.

¶ When I say expression I mean, not verbal expression only, but the expression of the whole individual. Expression is of many kinds. It may be the nod of the head, the tone of the voice, the expression of the eye, the bodily pose or attitude, the gesture of the hand, the quick alert bodily attitude, or it may be that wonderful power which comes by studying and practicing what the teachers of oratory call "The Art of Expression."

¶ I wish to use the word in its broadest sense. I wish it to mean the expression of body, mind and soul. "What is this higher beauty," says Emory Miller, "which so transcends physical charm? What is this higher beauty? It is expression. And what is expression? The morning twilight of the soul. The glow on the curtain of the tabernacle from the light within. This is an outer picture of an inner reality. If the mind is cultured and refined the countenance expresses the great beauty." Remember

that no matter how well an individual is trained, technically, he cannot express what he does not possess. It should be the first aim of the individual to see that the fountain of his life and its expression is pure and undefiled. The little mountain stream which ripples and purls over the gravel and stones is as clear and pure as crystal because it comes from the everlasting snows. The inner life of man must be as pure as the driven snow if his expression, verbal, facial, and physical is perfect.

**A Clean Life**      In the philosophy of ex-  
**the Basis of**      pression we first study the  
**Successful Ex-**      inner life of the individual to  
**pression.**      see that it is properly directed.  
We then study the mechanics of expression. We study the means to be used as does an actor or a musician. But let us remember that if there is any inky blackness in the inner life, the expression must of necessity be tinged with that color. The man who is not building his manhood on the principles of the "square deal" will get very little profit out of this course of instruction.

The business men of the future will know how to translate a moral principle into a business transaction. Success which is gained at the expense of manhood is not success at all, but suicide. When the young Salesman learns that honesty and integrity lead to a larger

income, while dishonesty and crooked dealing lead to inevitable failure, he will have learned one of his greatest lessons in business.

**Logical Arguments Get Results.** After deciding that the individual motive is pure, the student of expression should next consider the subject of ideas. No matter how good your expression is you will fail to convince anybody unless you have a reason, a good case. After you get your ideas you must formulate them into a logical, and psychological argument. Here now is where the value of expression comes in. You have got your argument, you have got it arranged, now what kind of words are you going to use? Remember that words are the vehicles of thought. Are you going to use vigorous and aggressive words or are you going to use weak words? "Every word Webster spoke weighed a pound. Every sentence came rolling like a wave of the Atlantic, three thousand miles away."

**The Power of Effective Words.** One word will send a thrill through your whole body. Study carefully the shades of meaning which a word will convey, and choose only such words as express in the strongest, most clear cut and simplest way, the idea which you wish to

convey. Shakespeare says there are "brave words" and "eager words"—"tired words," "weak words" and "successful words." Short, clear cut, vigorous Anglo-Saxon words are the most vigorous thought carriers we have. "A word" says Shakespeare, "is short and quick, but works a long result." Therefore, look well to words. "Remember that expression—the right handling of self is the Salesman's chief asset."

¶ If you think it takes time to make this study, remember that Webster studied his dictionary every day for a life time. Many a student carries a pocket dictionary, or book of synonyms in his pocket for years, and every time he has a few idle moments he studies words. If you think you can become proficient as a student of expression without work, you have struck the wrong trail. In preparing your argument remember that it is neither a Fourth of July speech, nor a description of a sunset. It is debate—earnest, vigorous, serious, and as strong and forceful as you know how to make it. Here is where the ideas count, and they must be expressed in the most pleasing form and with the most vital and telling words.

**The Value of Good Appearance.**

Let us now discuss the form of expression in general.

Later we shall give some specific rules. The physical man first gains our attention. His body should be as perfect as physical culture can make it. The man whose body is deformed or whose shoulders are stooped is handicapped. (In the lesson on physical culture the student is shown how to overcome many bodily defects.) The man of tall physique, and well-proportioned, has a decided advantage over the small man. In his lecture, "The Eloquence of O'Connell," Wendell Phillips says, "Do you remember the story of Webster that Russell Lowell tells when we, in Massachusetts were about to break up the Whig party? Webster came home to Faneuil Hall to protest, and four thousand Whigs went to meet him. He lifted up his majestic presence before the sea of human faces, his brow charged with thunder, and he said, 'I am a Whig—a Massachusetts Whig, a Revolutionary Whig, a Constitutional Whig, a Faneuil Hall Whig, and if you break up the Whig party where am I to go?' and Russell Lowell says: 'We held our breath thinking where he could go. But if he had been five feet,' says Lowell, 'We would have said, 'Well, hang it, who cares where you go?'"

¶ In speaking of O'Connell, Phillips says, 'When I saw him he was sixty-six—lithe as a

boy. His very attitude was beauty; every gesture was grace. Macready or Booth never equalled him. Why, it would have been delightful even to look at him if he had not spoken at all; and all you thought of was a greyhound. Then he had what so few Americans have—a voice that sounded the gamut.”

¶ In both of these great men the physique played an important part. They were both actors. Every great speaker, whether he be preacher, lawyer, lecturer, or politician, is an actor. He has learned to express himself through his body. A Salesman is a player upon life's stage; why shouldn't he use stage effects. Always give your best thoughts, present your best side. Appear prosperous, even if you are not. Successful people attract successful people, as well as business.

**Facial Expression**            The face should be carefully studied by the student of expression. How many people do you meet daily whose faces are expressionless? They are practically dead. There is a tremendous amount of expression in the face. A smile lights up the countenance and brightens the whole atmosphere. It is an evidence of sunshine within. It is a good plan to have the face massaged quite frequently, so as to keep it alive. No other

class of business men have as much facial expression as traveling men. The average traveling man's face is fresh and pink and expressive. This is due, no doubt, to his frequent massaging, and the frequent use of the different facial muscles through the expression of his different emotions. The most genial class of men in the world are traveling men. They have learned that it pays to put up a good front.

**Smile Once in a While.** Some men's faces are dead, lifeless, emotionless, and smileless. They are as hard as if never wrinkled by a smile. And if they did smile it would be so unusual it would crack the enamel upon the skin.

¶ Smile once in a while or oftener. It will do you good. Did it ever occur to you that you could not smile and entertain an evil thought at the same time. You cannot smile and at the same time think of robbing some poor helpless old woman. If you did your smile would turn into a hard cynical sneer.

¶ Some one once said to David Garrick, "Garrick why is it that you actors get a great crowd all the time when you know you are not telling the truth, you are simply talking words; while the preachers, who know they are telling the truth get only a scant audience?" In reply the great actor

said, "The preachers say what is the truth as if they didn't believe it, while we actors say what we know isn't the truth as if we really believed it."

**It Pays To Practice.** The student of oratory, and the actor, practice for days and weeks and months, yes, for a whole life time on productions which they have committed to memory. When beginning his career the young actor, or student of oratory, practices his lines in the privacy of his own room and under the direction of his teacher, a hundred, or even a thousand times, before he appears in public. He has practiced every word individually until he is able to give it the exact meaning, color, and expression which the author intended. He lives the life of the author while reading his lines. He puts into them the same passion, the same feeling which the author felt. He lives the life of the author before his audience. Every word receives its proper emphasis and modulation. Is it any wonder the audience is held spell-bound before this man who has learned how to put the personality and deepest emotions, yes, even the life-blood of the author, into his story?

¶ When an orator walks out before his audience he looks and acts simplicity itself. But his every movement is studied in advance.

He even knows where he is going to stand. He looks out upon his audience with the calm confidence of one who is master of himself and his audience. He waits till he gets absolute attention. He has learned the value of gaining the attention. He has studied that as he has everything else. When he begins to speak it is in a soft conversational tone, just loud enough to be heard by listening carefully. As he gets hold of his audience he raises or lowers the tone of his voice and plays upon the audience with the ease with which an artist plays upon an instrument.

**Preparation Pays.**

The most successful Salesman of the future must of necessity devote the same attention and painstaking effort to this subject as does the actor or orator. There isn't one man in a hundred who can read well—even among college men. In training Salesmen my first aim has been to see that they pronounced all the words correctly. Emphasis was considered next. Then an attempt was made to put feeling and emotion into every word, and to have it backed by an intense earnestness of purpose.

☞ You have got to put your own life, feeling and personality into what you say. You should learn how to make your plea with as much sincerity and earnestness as

if you were pleading for the life of your friend. Salesmanship is a great art—there is no greater art than the art of successful persuasion through personal conversation. This art must be learned and then practiced until it is absolutely natural and simple. Let it be understood that in training men I have definite ideas and arguments to work upon at first.

**Man's Mental Mold.** Men may say what they like about committing an argument to memory, but let me suggest this. Many of the best Salesmen are doing it now. The Salesman who is desirous of advancing rapidly in his profession, I don't care what he is selling, will get the best argument or arguments, commit them to memory, and practice them as I have outlined in this lesson. I tell you Salesmanship is both a science and an art. Arranging words in a certain convincing way is a great art. The quickest way to learn it is to commit the form to memory. By that method you unconsciously use the correct method. It becomes second nature to you. In presenting an argument you can't stop to think how you will do it, or what words you will use. That argument must come red hot, fresh coined, from the fiery furnace of brain and heart. The expression depends entirely upon the mold which you have previously

made. Committing to memory largely determines the mold.

**The Actor**            Why did Joe Jefferson make  
**Powerful Be-**        a million dollars and a great  
**cause Trained.**    reputation out of Rip Van  
                                Winkle? Surely there is  
nothing remarkable about that little story of  
Washington Irving's. No, but this man  
made it remarkable by his great acting. He  
made fame and fortune for himself because he  
studied and learned the secret of expression.  
He was as active and lithe as a boy till he  
was over seventy. His voice was trained to  
give expression to every emotion of the hu-  
man breast. Let me ask this question here:  
Why do so many thousands of people frequent  
the theaters night after night in the large  
cities? Why do they give from fifty cents to  
five dollars for a seat? Isn't it because they  
want to be entertained? They are willing  
to pay a good, round sum to an actor who  
is able to entertain them or make them laugh  
for an evening. It is my belief that a Sales-  
man who knows his business can hold men and  
women, or any man or woman spellbound for  
an hour or more, if he knows his business. I  
tell you it is just as difficult to tear yourself  
away from a Salesman who knows his business  
as it was to get up and leave the presence of  
Mansfield when in the midst of a stirring act.  
¶ This brings us to another important place

in this study of expression, and that is the voice. Phillips said that O'Connell had a voice that sounded the gamut. John B. Gough, through the expressive power of his voice, could touch every chord in the human heart. The voice is, or should be, a musical instrument. It is to expression what the piano is to the player. If it is broken or out of tune it is not harmonious. The voice is a musical instrument and if it correctly expresses the emotions of the soul it must be trained.

**The Result of Training.** Great actors, readers and singers spend a lifetime training their voices. It is said of Mrs. Garghill Beecher, the famous reader who has such a beautiful voice, that she has spent two hours a day for years in training it. The Salesman must look out for the monotone which puts people to sleep. He should learn to pronounce his words correctly, and enunciate his vowels in a clear-cut way. He should also learn how to use the personal, confidential tone. There should be nothing harsh about his voice. The hard, metallic, impersonal voice never sells goods.

¶ Every Salesman should practice voice culture, at least to a certain extent. There is no such thing as not having time. We must have time for every thing that will help us

in our business, and that will be a good investment for the time expended. Ask yourself how many men of your acquaintance are good speakers. You won't find very many. A middle-aged lawyer was nominated for Governor in a western state. Immediately after his nomination he went to Chicago and took a course of private lessons in oratory. Mark Hanna never was known to make a speech till he was sixty—it is reported that at that age he employed a teacher of expression. At any rate in a few years he developed into a strong campaigner. "It is really piteous", says a teacher of oratory in one of our largest cities, "to see the great business men who so frequently come to me for help when they are obliged to make a speech or respond to a toast. They neither know how to prepare the speech nor how to deliver it. Many of them wish it written for them. Then they wish to be taught how to deliver it."

¶ A very good practice for the voice and lips is to practice on the word **one** out loud. Repeat it over and over. Also practice on the letter **O** and make it continuous until you get short of breath. Take a full breath and continue. This is good for developing a rich voice. Practice on the word **ha**, the **a** being short; **a** long is also good; so is **e** prolonged. If these are practiced your voice will soon become rich and vibrant. Be careful not to talk too fast. It not only causes one to

mumble, but the hearer cannot appreciate your arguments, if they come too fast.

**Successful Speech is Simple**      I have said very little so far about the style of English used by the Salesman or speaker. There is, to my mind, no principle of oratory which cannot be applied to the Salesman. The Salesman talks in a simple, conversational tone to his audience. His speech is so prepared that it is personal, just as much so as if delivered to one individual. You notice that a great orator's speech is always simple. Mr. Bryan's greatest speeches are the essence of simplicity, both in regard to words and expression. Nothing is complicated. A ten-year-old boy can understand him perfectly. The man, no matter whether he is a Salesman or an orator, who uses complicated expressions, long or technical words, has many things yet to learn about the art of expression.

¶ Make it a rule, whether speaking or writing, to speak from the other fellow's point of view instead of your own. If you are talking to a working man, or any other man as far as that is concerned, do not require that man to carry a dictionary. The man who uses technical terms when he is talking to a man who doesn't belong to his profession, is

clearly an ignoramus, I don't care whether he is a college graduate or not.

¶ If you are talking insurance you must not take it for granted that your customer understands the technical terms which you might use. When George W. Perkins was General Agent for the New York Life he failed to sell a man a large policy. He believed the man could be sold so he sent one of his men to see him and he got the contract. Perkins said "How did you do it." The man said he didn't know. Perkins sent him back to find out. The man said "Perkins talked so much about Tontine policy that I didn't know whether he was talking about Insurance or hair oil." Talk United States and you don't need to use slang to do it, either.

¶ Never talk from your own standpoint, but always put yourself in the other fellow's place and ask yourself what kind of an argument you would like to listen to. You must interest people and at the same time you have got to satisfy their need and do it in language that is throbbing with life, and which is neither formal nor stereotyped.

**The Art of  
Effective  
Expression.**

Possibly Mr. Bryan knew no more about the silver question than many another man who attended the Chicago

Democratic convention in 1896. But Mr. Bryan knew how to give better expression

to his ideas than any other man at the convention, and for that reason he got the nomination for the presidency. When he made that great speech his very life was aflame with the consuming fire of a great earnestness. Every emotion trembled with sincerity. Every purpose throbbed with the life-blood of an earnest conviction. The delegates saw that he was in dead earnest. They saw that a sincere conviction coupled with a tremendous earnestness and fanned into a burning flame of enthusiasm, was stamped upon every feature, and they flocked around his banner. The supreme qualities of the successful Salesman are earnestness, sincerity and enthusiasm.

¶ Without these he is a complete failure. He must believe implicitly in what he is saying, and he must voice that belief with burning enthusiasm which is backed by a tremendous earnestness.

¶ How can a Salesman penetrate the souls of men by noble expression, and inspire them to a consciousness of new powers and loftier purposes unless he feels the earnestness of his mission, pulsating in every heart-throb. The "Message to Garcia," by Elbert Hubbard, has had a wider distribution during the same length of time than any other article ever written. He didn't tell any more truth than other writers had told about the difficulty which employers have in getting

competent employes, but he told it in a different and better way, and it became famous. The Salesman must put human, throbbing life into his message if he expects anybody to stop and listen to him. He should study. He must know that a physician or lawyer finds that to compete successfully, he is compelled to read a great deal in order to learn new and up-to-date ideas in regard to his profession. "Every idea supplies a missing link in his chain of reason. The more good ideas, the better the basis for good work."

¶ "The careful student is always studying his customer on the one hand and ideas on the other. The Salesman must know how to interpret expression. The mental qualities, and the bodily build and attitude, or how a man carries himself, are so intimately blended in their general expression of what he naturally is, that all must be studied in relation to each other."

¶ When presenting his business a man must be earnest and enthusiastic. A half-hearted manner never gets business. Get on fire with your message. Let your lips be aflame. "Enthusiasm," says Lord Lytton, "is the genius of sincerity, and truth accomplishes no victories without it." The man who is capable of generating enthusiasm can't be whipped.

153 out to 188

**The Dignity  
of Express-  
sion.**

In this connection it is well to consider what, for want of a better name, may be called the dignity of expression. Let me illustrate. If an engineer were to have his picture taken it would be perfectly fitting to have that picture taken on the engine. If a speaker were to deliver an oration on Napoleon he would use military terms and attempt to paint such a picture as to give the imagination a clear conception of Napoleon on the field of battle. If a literary man were to deliver a lecture on Edgar Allen Poe, as a poet, the address would breathe the spirit, the poetry, and the beauty and elegance of poetical expression. The lecture would be in perfect harmony with the poetical and artistic spirit of Poe. What I am trying to get at is this; there must be unity between the speaker and his subject. In addition to unity there must be dignity. A Salesman should never attempt to get on a level with his customer in any other way than by being plain and simple of speech. He should never use slang. He should not lower the tone of his speech any more while talking to a farmer than while talking to a college professor. You not only lower yourself, but you lower your customer in his own estimation when you attempt it. You inspire the most unlettered man by giving him the best

you have. Let your argument be permeated always by a high ideal.

**Speech  
Marks Dif-  
ference Be-  
tween Men.**

An authority on the art of speech says, "Between men and brutes there is one obvious distinction—speech.

Between men of different races there is one distinction—speech. Between the ignorant and the cultured, between the brutal and the refined, there is the same distinction—speech." The same authority gives some letters and combinations of letters which can be practiced with a good deal of benefit to the voice. Arm, ill, eel, ooze, isle, owl, own, oil, yule. "It is a good plan to repeat each word three times, as distinctly and yet as easily as possible in high, medium, and low pitch, and in soft, full voice. This means going over the entire list thirty times, and anyone who will do this carefully once or twice daily for a few weeks will notice a most remarkable improvement in his powers of voice." The vowel sounds, ah, ee, aw, oo, should be practiced in the same way. The following consonants should be practiced daily for months—pipe, tight, fife, cribbed, bobbed, kindled, fiddled, cobs, nibs, ribs.

¶ These should be practiced out loud. Pronounce every letter, both vowels and consonants, fully and clearly. See that your lips, tongue and teeth articulate and enun-

ciate all the sounds correctly. These rules which we have laid down are very simple, but if you practice them it will not only add to your happiness, but to your bank account as well. Be careful to correctly pronounce every word. Do not use a word unless you are sure of its meaning, and sure you can pronounce it correctly. A mis-pronounced word grates harshly on any one who is used to hearing it pronounced correctly. All these things are incidental but they either add too or detract from one's influence and success.

¶ Aim toward perfection. Leave no stone unturned that will help you. Good expression is one of the greatest aids toward the development of that magnificent personality which should be the ambition of every man to possess, who believes that earth holds no victories too great for him to win. It takes courage, but the reward is a glorious manhood, liberated from the thralldom of ignorance and fear. You can't help but win.

## LESSON XI.

### THE POWER OF PERSUASION.

By W. A. Knox.

¶ The successful personal solicitor possesses an asset which can bring him whatsoever of the world's beauty, pleasure, and wealth his heart may desire. The man who is capable of making the successful personal appeal, is the man who is in demand to-day. Statistics say that 75 per cent of the world's business is done through personal solicitation, that 95 per cent of all members of secret orders and insurance companies (and their members is legion) are secured through personal solicitation; that practically all church members where joining is not compulsory, are secured through personal solicitation, and that a great majority of the students of our colleges and universities are secured in the same way. Were it not then for personal solicitation we would have no insurance companies, no churches, no colleges or universities, no great commercial enterprises, and in short, no civilization. The avenues of the world's activities are kept open

by men who possess the power of making a successful personal appeal. If you cannot do so you are in small demand in the world's markets, you are on the ragged edge and the world will forget that you ever existed. Your very existence depends upon your ability to influence others.

¶ You can learn the secret of personal appeal (after fundamentals have been mastered) by making personal appeals and in no other way. Cyrus W. Field laid the Atlantic cable by keeping at it. Marconi revealed to the world the possibilities of wireless telegraphy by never relaxing his grip and ever reaching for a higher hold.

¶ The power to move others our way is acquired in a similar manner by fortifying every eminence won and preparing ourselves for scaling the heights just ahead. One victory prepares the way for another and the person who has mastered the art of personal appeal has acquired the power of successful persuasion. The first carried to a successful conclusion results in the second. The merging of the two may be called the power of persuasion. It is the power that builds our railroads, tunnels the mountains, bridges our canons, and transforms the barren wastes of a Nevada desert into an orchard of peaches and pomegranates. Through the power of persuasion Columbus convinced a throne that his gigantic undertakings were possible,

and a world was his reward. Without successful persuasion we would not have received the magnetic telegraph when we did. Niagara would not have been spanned when it was, and the England of the East would not to-day be enjoying the civilization that is hers.

**Persuasion  
a Great  
Power.**

Persuasion is the greatest power in the world. It has brought the race up from savagery, has adopted "progress" as the watchword of mankind and made life brighter and happier for millions.

¶ People have been so convinced in the past of the marvelous aids to comfort and happiness that are discovered from day to day, that they are willing to adopt any new method that is an improvement upon the old. This superiority must be demonstrated, however, and requires the power of persuasion to do it. Every useful thing that is a part of our civilization to-day had its usefulness proven before it was adopted. No doubt many valuable inventions have been made that would have been a blessing to mankind, that have never come to light simply because there was no one who possessed the power to prove their usefulness. The person who possesses this power has the world at his feet. Wasn't it this power that won for Benj. Franklin, Samuel Morse, Theo-

dore Roosevelt and others? The lack of it has caused many a man championing as worthy causes as they did, to sink into utter oblivion and be taken notice of no more.

**Achievement** Many a man is living a  
**the Result of** mediocre life because no one  
**Ambition.** persuaded him that he could  
live a better one. There are

barbers, coachmen and sawers of wood who might be railroad magnates, members of the president's cabinet and governors of their state if they had been persuaded to attempt greater things in life. Men do their work the hardest way, and lament that there is not a better one because no one comes along to show them that there is. There are helps and comforts by the thousand that we do without, because we haven't their value sufficiently impressed upon us to adopt them. If every one possessed and practiced the power of persuasion, the race would leap forward a thousand years in one century, and the comforts and blessings of life would advance in proportion.

¶ Than the power of persuasion there is nothing greater. Its possessor is master of human destinies and wields and influences men at his pleasure. It is an asset that brings whatsoever we may desire from without and is a constant source of satisfaction to the man within. It ought to be developed above

everything else and can be. A course of instruction that will develop a man's personality, make him master over himself and others, and develop in him the power of successful persuasion ought to be welcomed as a legacy more valuable than the riches of a Klondike, for it means more life, more wealth, more pleasure, more of everything that makes life worth while.

¶ This course will give you a new perspective of life. It will open up to you fields of possibilities that you never knew existed. It will teach you the science of Salesmanship and the art of application. It teaches the art of personal appeal and the power of successful persuasion. It will place you on the road to success which is simply finding your talents and then utilizing them in the right direction. Man is made to succeed, not fail, to look up not down, to be the master of circumstances not their victim.



## LESSON XII.

### THE ART OF CONVERSATION.

¶ The art of conversation, says Bishop McCabe, is almost a lost art. Hundreds of finely educated men are unable to converse. They cannot talk in a personal way. They are either silent or make speeches.

¶ It is as necessary to be able to talk intelligently and entertainingly for pleasure as for profit. The average man can do neither. We must then find the principles which underlie proficiency in this—the art of arts. First, we must understand the mental state necessary in an individual who is a good conversationalist. To be a good talker, you must be sympathetic and sincere. You must have a kindly feeling toward your fellow men. You must be able to talk from your heart, and then you will reach the hearts of others. If your objective mind is constantly thinking these thoughts of kindness, sympathy and love, they will be suggested to your subjective mind which is the soul, and as soon as you meet a friend or a stranger, even before you have time to speak, your subjective mind has communicated your

feeling to the subjective mind of your neighbor.

¶ Hundreds of men who are finely educated would be glad to carry on a conversation even with a stranger, if they knew what to say that would interest him, but they do not. The skillful conversationalist must know how to arouse the interest of the one he is talking to. He can do this by skillfully asking questions about the work which he knows his friend is interested in. He must be careful, of course, not to ask direct questions. Let me illustrate: If I wanted to know what political party my friend belonged to, instead of asking him—which would be improper—I might ask him what he thought of the present administration's attitude toward trusts or reciprocity. This question would furnish a common ground for discussion, and, at the same time, give the one with whom I am talking an opportunity to express his personal views.

**Profit by  
Others' Ex-  
perience.**

Almost every man, whether educated or uneducated, has some kind of a hobby which he is interested in talking about, and will be glad to do so if given an opportunity. The best education we ever get is gained by learning the experiences of others. Some one has said that "any fool can learn by experience, but it takes a wise

man to learn from the experience of others.”

¶ In order to be a good conversationalist, one must be a good listener, and must be capable of arousing the interest and conversational power of the person to whom one is talking. After spending an hour in conversation, if you have said nothing but a few words to skillfully arouse the interest of your friend in some subject, and then listen and let him do the talking, he will express himself as having had a most excellent time. He will think you a brilliant man and a most charming talker, and will never realize that he is the one who has been doing the [talking, and you the listening.

¶ The art of conversation can be divided under three separate heads, viz:

1. How to interest your companion and induce him to talk upon the subjects which you suggest.

2. How to be a good listener.

3. How to be a good talker.

¶ Thus far, we have considered the first two heads. The third is even more important. To be able to talk well, one must be an intelligent student. He **ought** to know something about the lives of the world's great men and women. He **should** know something about the world's best literature. He **ought** to be interested in politics. He **ought** to be familiar with current events, both na-

tional and international, at least to some extent.

¶ Do you want to talk for pleasure? Do you want to talk for profit? Do you want to talk for humanity, or do you want to use the language of the curb stone? It depends upon yourself.

Madam De Stael was a brilliant conversationalist, and she wielded a mighty influence. J. Pierpont Morgan talked for millions when he consolidated the steel interests. John R. Mott talked for humanity when he induced the Japanese minister of education to break the tradition of centuries and permit the Young Mens' Christian association to work among the naval and military academies of Japan. Hitherto, no religious instruction of any kind was permitted to be given to those students.

**Learn to Modulate the Voice**      The good conversationalist, whether talking for pleasure or profit, should talk in a low confidential tone. He should have a well modulated voice. He should develop a quiet, easy manner. He should never talk in a loud harsh tone of voice. His life should radiate kindness, gentleness and good cheer, and his voice should express these qualities, and it will, if he lives that kind of a life and is careful to train his voice

—every voice should be trained at least to some extent.

¶ A Salesman should be very careful to follow the above rules. A low, musical voice is soothing, and makes as much of an impression as the article you are handling. In making a sale watch your customer carefully, and find out what portion he is most interested in, and close your order on his appreciation of that point. Study your customer and discover the weak spot in his armor. Concentrate your efforts upon that point. It is a fatal mistake to have a general argument and aim to use it on everybody. Enter into sympathy with your prospective customer, and it won't take you long to realize his needs and the best argument necessary to fit his particular case. Study your customer's every word. For the time being, think of nothing else, and be so full of your own business that your line of argument to fit his case will suggest itself almost spontaneously. Sit near your customer, but never in a rocking chair or a soft chair. You want a chair whose base is solid, and then lean forward in your chair and bring to bear upon your customer all the inspiration, energy and enthusiasm you possess.

¶ The good Salesman is always enthusiastic. "Enthusiasm is the genius of sincerity." To be a good conversationalist—to be a good Salesman of any kind—one must be absolutely

sincere. He dare not state an untruth. He must never attempt to sell an article in which he does not believe with his whole heart. It is impossible to thwart nature. Her laws are inexorable and cannot be broken with impunity.

¶ It is a great thing to be a great thinker, but a greater thing to be able to give good expression to those thoughts. The world has produced many great thinkers, but few great conversationalists. It is an art that must be studied for a lifetime, as well as practiced. In its study, one is led into a great many fields of learning and of life. To know how to converse well, is to know the secret of influencing people. This again associates itself with the study of human nature. The lecturer is paid from one hundred to five hundred dollars for his lecture. He has learned to talk for profit. His method is one form of conversation. The promoter sometimes gets from one million to ten million dollars for making a satisfactory deal. He has learned how to talk for profit. He does not reach that high proficiency in a day or even a year. It is a development that takes many years to reach, but whether a man can successfully talk for one dollar or a million, depends upon how thoroughly he has developed this power.

¶ A Salesman should never be dogmatic. He should never argue. When the conversation

has drifted from the subject at hand, he should skillfully change the subject and bring it back to the business under discussion.

¶ The difference between the man who talks for profit, and the one who talks for nothing, is simply the difference between the knowledge and ignorance of these fundamental principles.

**The Ability  
To Talk  
Develops  
Leadership.**

The ability to talk well in the parlor, among a group of friends or acquaintances, is an accomplishment much to be desired. How many times do we see young men at a social gathering who might well be designated "mantel-pieces" owing to their inclination to gravitate toward the wall. This quality of diffidence can easily be overcome by determining to have a good time and asserting your positive qualities. An individual should forget all about his sensitiveness, which is one form of selfishness, and step briskly over to some one who seems to be having a worse time than himself, and attempt to entertain him. He should forget himself and aim to make others happy. When he does this, he will have a delightful time. His tongue will be loosened and he will find that he is able to talk freely and easily.

¶ Practice and a due regard for the above rules will lead him toward proficiency. Many

Statesmen owe their success entirely to their fine social qualities. They are good mixers, gracious in their manner and know exactly how to treat people. Henry Clay was a good example of this type.

**Salesmanship, Advertising and Oratory**      The great trinity of rhetoric is **clearness, force and elegance**. They are stated in the order of their importance.

¶ Clearness appeals to the intellect. Force appeals to the emotions. Elegance appeals to the taste, it appeals to the aesthetic.

¶ Therefore, if an argument is clear, it appeals to the intellect, if it is forceful it appeals to the emotions, and if it is elegant, it may neither appeal vigorously to the intellect nor the emotions

**Difference Between Force and Elegance.**      Billy Sunday is clear, forceful, and inelegant, but marvelously effective. Of course he is out of the ordinary—unusual, but it takes the unusual to be most effective. That is due to the fact that folks are lazy. They must be shocked into action.

¶ The polished orator, William M. Evarts was clear, fairly forceful, and elegant. But he was so elegant that his very elegance robbed his speech of its force and killed its effect upon the emotions, leaving it nothing but a

dead rhetorical master-piece, devoid of the power to stir the human soul.

**Failure Due to Lack of Force.** Most advertising, most Salesmanship and most oratory that fails to bring results, fails because it lacks force.

Your writer or speaker may tell a clear story. It may be elegantly written or delivered, but if it lacks force you may as well kiss a fond farewell to the hope of results. To get results it must stir people and to do that it must be forceful.

**Unusual Ideas Move People.** Chas. W. Mears, the famous advertising man says, "The public is both inherently selfish and inherently lazy. Too selfish to be interested in the merely ordinary or casual. Too lazy to take other than routine action unless the unusual action is forcefully urged. ¶ "And in order to stir this selfish, lazy public into the buying mood, and into action, copy must of necessity shock or challenge the emotions."

**The Emotions Must be Challenged.** Genung, the famous authority on writing, says "Force must shock or challenge the emotions." He also says, "Genuine force in style cannot be manufactured; if the style has not serious conviction back of

it, it becomes contorted; if it has not a vivifying emotion, it becomes turgid. Force is the quality of style most dependent upon character.

¶ “The writer’s culture for force, therefore, is in its deepest analysis a culture of character. To think closely and seriously, to insist upon seeing fact or truth for one’s self and not merely echo it as hearsay; to cherish true convictions, not mere fashions or expedients of thinking—these are the traits in the culture of character that make for forcible and virile expression.”

**The Unity of  
Public,  
Personal and  
Written  
Speech.**

Arthur B. Freeman says  
“Salesmanship is a form of  
advertising and Public speak-  
ing; advertising is a form of  
Salesmanship and public ad-  
dress; and public speaking is

Salesmanship as well as advertising. Each has its place in the business world. Each needs the other and it is only when two or more of these forces are working in conjunction that the most good may be expected.”

**Analysis of  
Speech.**

A speech can be analyzed under the following heads: Impressiveness, clearness, force,

belief, action, elegance and entertainment.

¶ The object of most Salesmen is simply to get the order—in other words, to get action.

But the Salesman who doesn't do more than simply get the order isn't the highest type of Salesman.

¶ The man who makes the right kind of an impression as to the character of his house, who makes clear what the house stands for and is doing, who establishes belief in the house's reliability, and who is able to entertain the buyer and get him into the right mental attitude, is a hundred times more a Salesman than the mere order taker or order filler.

¶ Prof. Phillips says, "The carefully prepared half-hour effort of many a preacher has been wasted, because the burden of his talk was believe, when what he really desired was action. Already they believed, but they did not do; and every phrase, sentence, paragraph—every argument should have been selected with special regard to its power to influence the will."

¶ The Salesman very often talks his prospect into buying and then out again by trying to get him to believe in the article, when the man already understands it, and already believes in it, and is waiting to be told to act.

¶ The Salesman and Public speaker must make what he says come vividly into the life and experiences of the listener. The more vividly and closely the ideas touch the life, beliefs and experiences of the listener, the more effective they will be and the more likely

will he be to gain his end. The more he theorizes and generalizes the less effective he will be.

¶ In order that you may be clear and reach the point of contact in the mind of your listener, show him how the unknown is like the known.

¶ In order that you may be impressive, compare the new feeling or new emotion to the feeling or emotion he is already familiar with.

¶ To induce belief compare the new idea with the one he is already familiar with. Do the best you can to get out of the listener's experience the thing that has impressed him most. Make your comparative plea upon the strength of that emotion.

¶ Oratory is the ability to influence and control thought and action. But no man will become highly efficient as a speaker who does not know the human emotions and the best methods of influencing them; who does not become a highly efficient mental manipulator.

## TEST QUESTIONS.

1. What is meant by expression?
2. Is there such a thing as bodily expression?
3. Why is it absolutely essential for a Salesman to understand the art of expression?
4. What part does facial expression play in Salesmanship?
5. Why should a Salesman have his face massaged quite frequently?
6. Why should a Salesman practice voice culture?
7. Do you have any difficulty in using the confidential, conversational tone?
8. What kind of English should a Salesman use?
9. What is your estimation of the value of a good, symmetrical physique?
10. What three qualities of mind and heart must every Salesman possess in order to win success?

Answers to test questions should be written on paper of foolscap size and on one side only.

To insure prompt return of your examination papers be sure ALWAYS to write your name and PERMANENT address at top of first page of EVERY paper.



## LESSON XIII.

### HUMAN NATURE

¶ What is human nature anyway? Human nature very evidently is enveloped in that mental, moral, and physical organism possessed by people we mingle and associate with daily. But how can we study human nature, and how can we learn about it? This seems to be a very rational question, but we find very little written upon the subject. In fact not much that would be of advantage to a Salesman. In order to go to the bottom of this subject, we must do as we do in all our studies in Salesmanship, resort to analysis and classification, as no two men are alike. Some are hot blooded, some are as cold as icebergs, some are kind, congenial and sympathetic, while others do not care a rap for you. Most men who have a cold exterior are warm-hearted and honest after you break the crust. Some will want to shake hands with you, while others resent any appearance of familiarity and friendliness. Some will want you to state your whole proposition in half a minute, others, if tactfully handled, will be willing to give you all the time you want.

**Knowledge of Human Nature Worth Fortune.** A correct knowledge of human nature and how to handle it is worth a fortune to any man. Remember that men are like locks. It takes a different key for every lock.

¶ The art of making Sales is based primarily on a knowledge of human nature. But strange as it may seem, there are a good many Salesmen who never learn this lesson. All prospects look alike to them. They have learned certain formulas, and they repeat them with as much life and interest as a phonograph. They keep up this cut and dried parrot-like talk until they are fired out of the office, or people go off and leave them. They don't know how to laugh or smile or reach either the brain or heart of their customer. They are dull-faced and dull-witted, and refuse to learn, and then charge up their failure to their bad luck or hard times, or poor field, or poor selling qualities of their commodity. They charge up their failure to everything under the sun but the real cause. The simple fact is they don't know enough about human nature to make an effective approach. There is a way to reach every man. There is an effective approach to his inner consciousness if we only know how to find it.

**Two Kinds of Minds.** There are two classes of people which the Salesman must learn to understand.

One class is ruled by reason and judgment, the other is ruled by impulse, emotion, prejudice, enthusiasm, likes and dislikes.

¶ The first class of men are ruled only by logic, by reason, by cold "cut and dried" mathematical facts. They must have the evidence pure and simple, nothing less than that will pass muster with them. They will refuse to listen to a Salesman who gives them anything else. They delight to hear a logical argument. It is music to their ears, and they will always stop and listen to it. Once you get their names on the dotted line, you need not lie awake nights for fear they will break their contract. The other class is different. They want their food predigested. Remember their opinions are made up largely of their prejudices, likes and dislikes. These people are usually good natured, but somewhat fickle and changeable. They soon get tired of listening to a cold logical argument. They will not follow you because they are not accustomed to think. State your proposition logically. Give them one or two reasons, and then begin your persuasion. You can only convince them through persuasion. Be careful you do not run contrary to their likes, dislikes, prejudices, and opinions. Discover their vulnerable point. Find out in what direction their

impulses run. Get in sympathy with their moods, and bring all your enthusiasm to bear upon them. When you have discovered the vulnerable point in an emotional man you have him sure. Go after him with the right kind of persuasion, and you get his order. Every man's face has the story of his life written thereon. The lines may be finely chiseled, but he who knows can read it--generally. Has not philosophy given us a rule by means of which we can reduce the study of human nature to an exact science? Theoretically we might say yes, but from a practical standpoint we are obliged to say no. There is no absolute rule.

**The Effect of Concentration** Phrenologists have given us a great deal of help in the study of this important subject. They say as one concentrates his mind day after day for years upon any one subject it develops a certain part of the brain to such an extent that it is perceptibly noticeable. They say whatever line of work a man engages in develops certain corresponding brain centers. Knowing this we know one can become reasonably proficient in almost any line of work providing he devotes time enough to it. If it is true that concentration of mind upon a certain subject by any number of people develops certain corresponding brain centers in each, which become noticeable to the skilled

touch, it is also true that that same kind of work produces a corresponding effect upon the face.

¶ The face is a mirror that reflects the images which have been lodged in the brain. We can almost always tell by looking at a man to what profession he belongs. We can tell by looking at a man whether he is a lawyer, a doctor, a preacher or a business man.

¶ The keen student of human nature may ask why one man became a doctor, another a business man, and the third a lawyer. In each case, there may have been a physiological reason for it. Each man may have been precisely adapted for his work and have chosen it because of natural inclination, or he may have engaged in that work because of environment or because of his associations.

**Different temperaments.** We may learn something about this by consulting phrenological authority.

These authorities divide temperaments into five classes or types, as follows: motive, mental, nervous, vital, and phlegmatic. The man of motive temperament has an oblong head and face, high cheek bones and large jaw. Such men are noted for their industry, courage, force of character and leadership. They are not especially noted for their logical thinking, but show them a way to win, and get out of the road and let them alone and they are likely to get to the front. They don't like to

be bothered and are apt to run over any one who gets in their way. Such men usually have a hard, bony face and make the best Salesmen.

¶ The mental temperament is found in men of rather oval face, broad and high forehead, features quite finely formed, upper part of head well developed, and head large in proportion to the body. Such men are strong mentally, think quickly, reason logically, and are inclined to literary or artistic pursuits. They are easily irritated because of a highly developed nervous system.

¶ The nervous temperament is found in men of high temper and quick action. Such men are full of fire, snap, and enthusiasm. They make fine Salesmen, but are easily irritated and therefore hard to handle. These temperaments are made for activity and not for detail work.

¶ The man of vital temperament has a well rounded head. The face is not so strongly developed as in the motive class. People of vital temperament are likely to be changeable, but quite versatile. They can turn their hand or head to the work which happens to attract their attention for the time being, and make a success of it. They can be leaders if they do not lead too far or too fast, but being creatures of impulse and moods they are quite changeable.

¶ The phlegmatic temperament is opposed to

activity and active leadership. A man with such a temperament should never be chosen for a Salesman unless you have some method for keeping him at work, as he is likely to loaf on the job. He does not like to hustle. President Taft is a splendid illustration of the phlegmatic temperament. He personally preferred to be a judge and listen to the opinions of others rather than to assume active leadership.

¶ Nature again makes all sorts of combinations of these five types. A man may belong to any of the types or be a combination of two or three. It may be natural for him to follow the line of least resistance but instead of doing that his desire asserts itself and causes him to revolutionize his life. He may be living an entirely different life from other men of his temperament.

**Studying the Head and Face** When the lower part of the forehead comes out above the eyes and forms a ridge across the forehead you have found a man who can judge the weight of anything he is familiar with by looking at it. Such a man likes to feel whatever he sees. His perceptive faculties are good.

¶ The man with the large square shaped forehead, flat at the base, with horizontal brows, uses his reasoning powers almost entirely. Such a man is usually bored and dis-

gusted with details. He wants to know and you cannot hold his attention with anything but cold logic.

¶ When the back of the head is full you may know you have a sociable fellow who is glad to see everybody and is very susceptible to friendly approaches.

¶ Heads which are broad from ear to ear with sides full and round indicate selfish and suspicious people. They are likely to be bluffers, and have violent tempers. All you need to do is to keep cool when they get mad.

¶ Look at the upper back part of another head. It is very high and slopes back at an angle of a good many degrees. Such a head belongs to a proud, ambitious, and insolent fellow, who is very egotistical. He always thinks he knows his business whether he does or not. He wants everybody to crawl into his presence and bow before his superiority.

¶ When the upper side temples are high and well developed, it denotes a beautiful and artistic nature. People who possess such heads are devoted to the pure, the beautiful, and the good.

¶ When the top of the head is quite prominent the moral and spiritual natures predominate. It is natural for such a person to possess a highly developed moral and spiritual sense. Men of this class are somewhat reserved and thoughtful, but they are kind and

considerate, and will always give you a courteous hearing.

### **Studying the Face**

In studying a face we pay attention to six different features. We find individual expression of character in all of them. They are the **forehead, eyebrows, eyes, nose, lips, and chin.** We are reading them every day and everywhere. They form a part of our every day language, and each feature has its own message.

¶ Some one has beautifully said that "the eyes are the windows of the soul." Eyes which are close together indicate an individual who is mentally weak; while eyes widely separated indicate strength of intellect. Eyes that are full and round indicate power of speech, personal regard, sentiment, love, and all the emotions. Small eyes indicate small mental capacity, large eyes pronounced sensibilities.

¶ The shape of the nose is a very good and reliable indication that certain characteristics exist. The straight or Grecian nose shows refinement, love of peace, and a regard for justice. The arched or Roman nose indicates a love of power and a tendency to do almost anything to attain it. The person with a pug nose cannot see clearly because he is not as a rule a clear or logical thinker. The individual with a turned up nose is

vivacious, variable, subject to moods and and is apt to be a creature of impulse.

¶ Thick lips are an evident sign of sensuality and their possessor desires bodily enjoyment above anything else, and will do almost anything to attain it. Thin lips show lack of vitality, while medium or normal lips indicate a well balanced life.

¶ Possibly no feature of the face is so indicative of character as the chin. A square, flat chin is an indication of the strongest type of men. Such a man dares to take the initiative and do things. He pays no attention to precedent because he is far-seeing, has sound judgment, is honest, and has the courage of his convictions.

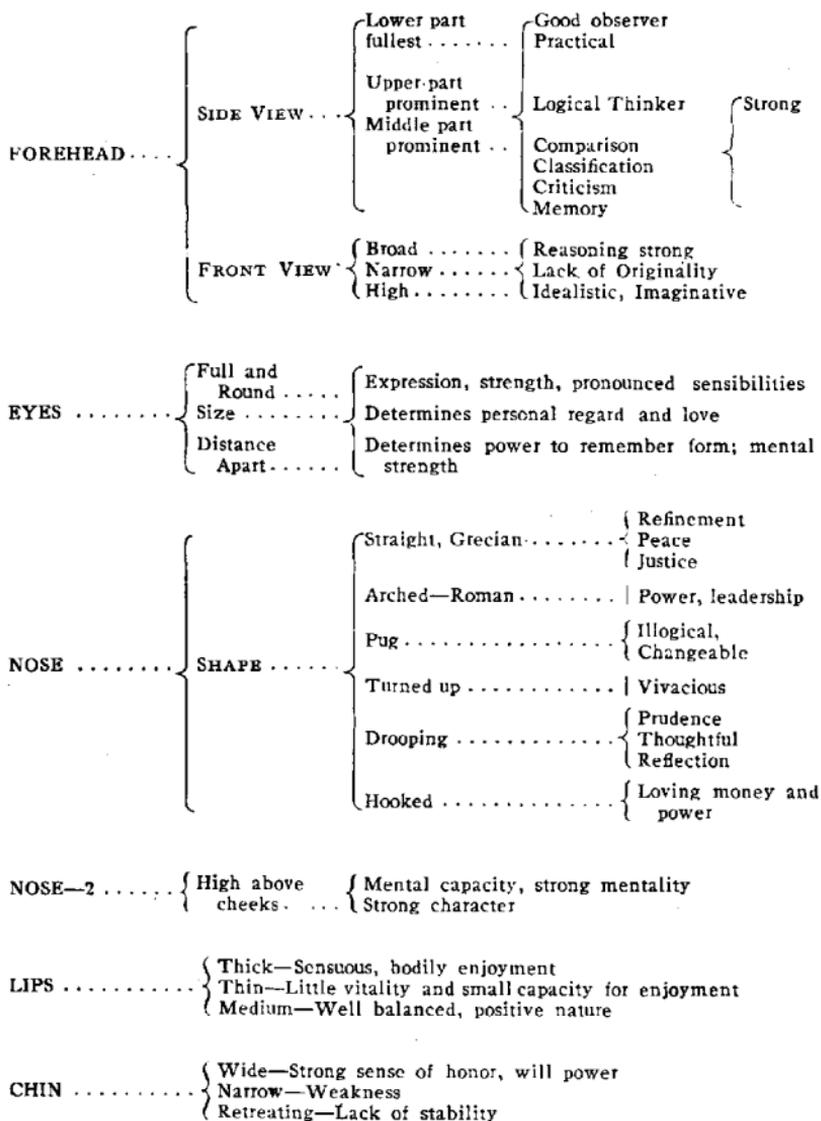
¶ The sharp, clean-cut chin marks the gritty man who takes a position and stands by it without flinching.

¶ A narrow pointed chin means weakness, a broad one strength as well as conscientiousness.

N. B.—See chart on page 187

**The Value of Studying the Individual.** A great many of these things seem trivial to us and of no importance until we make mistakes by not heeding them. If we form the habit of carefully studying the little things we will not only do the same with large things, but we will be preparing ourselves

The following chart will be helpful:



to fill a larger place in life. The same idea is expressed by a writer in "Salesmanship" in the following words: "A spirited man walks with an elastic step, the drudge drags his feet, the pompous man struts, the blusterer pounds along utterly unconscious of the fact that he may be as plainly read as the posters that line the way. And the manner of using the hands, the movement of the arms, the carriage of the head, all contribute more or less to the short but interesting chapter entitled 'What He Is.' It would be useless to call attention to these things which every one claims to know, were it not for the fact that so many do not value them as points to be carefully observed in reading character. They seem so self-evident to us that we pass them by unless they are so pronounced as to impress themselves upon our minds in spite of ourselves.

¶ "Thus do we bring about serious trouble by not profiting from what we know, but have not given proper consideration, and when it is too late, when we have had time to think it over, we condone ourselves by saying, 'I ought to have known better.'"

¶ Our judgments are generally the result of our knowledge of human nature. There is no absolute rule to guide us. We can never tell exactly what a man may do by meeting him once or even a dozen times. We can judge quite accurately, but we must know a man very well before we can absolutely bank on

him. A study of human nature must also consider a man's purpose in life, and his will power. Initiative and the desire to work are other qualities of supreme importance. A man may possess the qualities which produce success, he may have the attributes, the earmarks, but these are useless unless used.

¶ A man may be born a saloon keeper's son and grow up with all that such an environment and inheritance brings to him, yet the whole course of his life may be changed later on, and that man end his career as a preacher. Again, a man may be born in a parsonage, he may be surrounded by culture, refinement and the best of influence, but still end his career in the saloon.

¶ We must learn by experience. The judgment which we form intuitively upon meeting an individual can be pretty definitely relied upon as far as Salesmanship is concerned, if we make this subject a special study.

**Human Nature all Alike.** We also know that if we say certain things to certain classes of people we get a uniform response. A joke which a crowd will laugh at in Boston will be laughed at just as heartily in Denver or San Francisco. An argument which appeals to one set of unprejudiced men will appeal to another set of men of the same kind. We learn then that if we do a certain thing or say a certain thing,

we usually get a corresponding response. We must, then, learn the law of action and reaction in relation to human nature. A Salesman will sell a certain per cent of people each week, and week after week. The percentage doesn't vary much from month to month, whether he is selling in Ohio or Oregon. The Salesman may be a good one or he may be a poor one. Whether he is good or poor you can always figure out his Sales on a blackboard six weeks ahead and get it almost right. You can prepare this after you know your man, almost as carefully as an actuary can compute how long a thousand men at the age of thirty are going to live.

**The Value of Equipment.** If this is true with the poor Salesman as well as with the good Salesman, doesn't it stand to reason that the good Salesman has a certain per cent greater selling talk than the poor Salesman? That being true, the way for a man to increase his efficiency or sales, is to find out the increased power, selling force, personality or whatever it is which good Salesmen have, and employ it to his financial advantage. This is the law of all success. Let us use a practical illustration: One Salesman's commissions are eight dollars per day, and another Salesman's commissions are only three-fifty. Each man works equally as hard, but the first so understands human nature, expression, the

law of successful persuasion and the practical principles of successful Salesmanship in general, that in one hundred days he makes four hundred and fifty dollars more than Salesman number two. It is all in knowing how and knowing how to best apply that knowledge, how best to translate one's personality into the highest possible percentage of results.

**Human Nature and the Customer.** We have now discussed the subject of human nature from the standpoint of the Salesman. Isn't it about

time we turn the tables and take a look at the Salesman from the standpoint of the customer. If it is true that an experienced Salesman can size up his customer instantly, isn't it just as true that a customer may be able to size up the Salesman just as quickly?

¶ Here is the question then: What kind of an impression are you going to make upon your would-be customer? Remember that most peoples' opinions are the result of their prejudices. Remember also that if you are dishonest in any respect (I am, of course, not saying that you are), if you are handling goods that are not just right, and you are obliged to stretch the truth a little, you may be sure that your customer can read it in lines upon your face, in the tone of your voice, and in your eye. There is another way for him to get at it, and that is intuitively. His

subconscious or subjective mind is in communication with yours. Your customer, whether man or woman, may be older than you, and can't be fooled.

¶ You must gain the confidence of your customer and in order to do this you must be honest. Honesty and sincerity beget confidence. They are, in fact, the basis of confidence. The tricky, oily, so-called confidence man may dupe a few people who are ignorant, but, depend upon this, he can't fool many of the people much of the time, and the man who tries it usually goes begging or to the penitentiary.

**Place Yourself in the Background.** You know you have only a few moments in which to make your sale, and you know that you won't make the sale if you run counter to the prejudices of your customer, or if you impress him as being the least bit dishonest. But, you ask, how are you to make the right impression? Let there be nothing about you or your demeanor that would be the least bit offensive to the finest cultured woman. Then never think of yourself. Be frank, simple in your manner and sincere. Believe in your goods and have faith in yourself. Be so absorbed in what you say that you forget yourself. Place yourself in the background and put your goods on the center of the stage. Your

customer will often say, "My, if I could just talk like that I would give a good deal." You may think that is a compliment. It may be anything but a compliment. The good Salesman, orator, or actor gets people so interested in his subject, and so carried away with the message, that they forget him. Put your message and your goods in the foreground. Give them the place of honor. Then if you are congratulated upon your ability to talk well, pass it off by saying, "How could any one help but be intensely enthusiastic over goods like these?" Be sure not to smile. Turn the compliment to the goods instead of yourself, and make that an excuse to close the order right then, and if you are tactful you can do it.

**Loss Due to Prejudice.** Let us go back to some of the things that might excite prejudice. It might be a soiled collar, a worn hat, or something about your clothes, but we will dismiss that part for the present, as we will take up the subject of dress and appearance in a special lesson. Prejudice might be excited and you might lose a Sale or a thousand Sales, and you would never know the cause. It might be because your breath was offensive. I know a gentleman who was obliged to quit patronizing a barber for no other reason than because the barber had such an offensive tobacco breath

that this man was unwilling to endure it while getting shaved. I know a publishing company which has employed thousands of men and out of all these men they have not had a dozen tobacco users who ever did business enough to be really considered a success. Of course these men sold books, and possibly a majority of the books were sold to women. A woman or a man who does not use tobacco, has to spend so much time dodging the breath, or thinking about it, that you cannot hold their attention sufficiently on the goods even to get them interested, to say nothing about creating their desire.

**Some Essentials** Character and personality of Success. are the Salesman's greatest assets, providing he knows his business thoroughly. But a man might have the very best character and all the personality possible for him to develop, yet if he did not know how to sell goods, or in other words, if he did not know something about the practical art of Salesmanship, in nine cases out of ten he would fail to do a profitable business. Character will not make a speech that will win a nomination for the presidency; neither will health, nor intellect, nor education, nor the graces of oratory, nor sympathy, nor purpose. It takes them all. None of the above named qualities will sell goods successfully. It takes them all.

I have not especially mentioned health in this connection. A man can no more sell goods without health than he can without samples. Both are absolutely necessary, and the better they are the better the results are bound to be.

**Knowing How to Make a Good Impression.** At best a Salesman has only a few minutes to impress his personality upon each customer and sell him his goods, and I am almost inclined to say that nearly as many goods are sold through the pleasing effect of the Salesman's personality as through the value of the goods. I know one young Salesman who has these qualities, which I name, highly developed. He was selling a specialty. One day he called upon a lady who said, after the greeting, "Oh yes, you are the young man whom Mrs. Blank was telling me about. She said you were one of the few Salesmen she ever met whom it was a real pleasure to meet and talk to." What a compliment! I tell you each and every man who reads these lines can have the same things said about him if he will only go about it right. In addition to all the graces which a young man of sterling integrity and positive character should have, this young man knew how to smile. A happy, natural, and I might almost say, jovial smile, is one of the world's greatest lubricators. It drives

away worry and the blues; it brings joy and sunshine, for the time being anyway, and melts all interests into one. Why? Because it is to human life what sunshine is to vegetable life. It touches the spark of human sympathy which makes all men brothers.

¶ How many times have people been obliged to say, "Yes, I bought it because I liked the style of the Salesman, and I liked what he had to say." The Salesman of the future will be that kind of man. The American people will not permit themselves to be bored, and any man who does not know his business is an unwarranted bore.

¶ Eliminate everything which you think will create prejudice. If you are determined to use tobacco, do not use it when talking business. Tobacco is a handicap, and the man who uses it must pay two prices for it, the one it costs him and the one it handicaps him, to say nothing of the effect upon his health. In this day and age, the man who wins the big prizes is the man who is not held down by handicaps.

¶ This lesson should not only aid the Salesman in studying and sizing up his customer, but it should aid him in studying himself, to the end that he may develop the best qualities of his nature and learn how to make the best use of them. It should also aid him in choosing his assistants in the future. Carnegie's great success was due in no small measure to

his ability to pick the right man for the right place. My experience with men leads me to believe that you can usually tell whether a man has ability or not, by looking at him, but you can't always tell how willing he is to use that ability. **Ability—mere brains—is not the greatest quality in man; if it were, thousands of men who are now failing would be successful.**

¶ A willingness and determination to use what ability one has and that to the best advantage is greater than mere brain power. **Power is useless unless it is harnessed.**

## THE FIVE SENSES.

¶ I have never been told by anyone that he or she had made a careful analytical study of the five senses, with the idea of increasing their business efficiency. We were taught in our youth that the five senses were seeing, hearing, smelling, taste and touch.

**Educating the Eye.** Emerson says we get nine-tenths of our education through our eyes. That being the case, we should devote a great deal of painstaking thought and attention to the eye, its use, and the best methods of observation.

¶ Some people have a large development of the observation qualities, others seem to have no aptitude along this line at all. This latter class should especially concentrate their thought upon remedying the deficiency. But this idea has never been called to the attention of most people.

¶ I confess I cannot remember ever having received any instruction along this line during all the years I spent in school. In fact a great many eyes are weaker when they finish school than when they enter.

¶ In listening to a sermon or a lecture you should watch every gesture, every movement and every attitude. You should es-

pecially note this in trained speakers. Learn a lesson from them. Most men can appreciate a lesson from them. Most men can appreciate a successful effect of any kind, but they cannot give the reason why, as they cannot analyze it. Observe closely and look for the reason why.

¶ When you are selling a man you should study his face with a hawk-like intensity. In this way you will profit by every expression of interest. Take advantage of every favorable movement.

**Study faces and remember them.** By observing an individual's dress and general appearance you can draw a pretty accurate conclusion as to his

habit of thought. You can tell his temperament and quite correctly judge his inclinations. Study faces and try to remember them. Take a personal interest in people. Try to determine how old people are when you meet them. Try to determine their business or position in life.

¶ Too many people go through life without seeing any more than they have to. That is one of the main reasons they don't amount to more than they do. A young man came up behind me one day in a strange city and said:

"Why how do you do, Mr. Knox!"

¶ I had only seen that young man a very

few times, and that over a year previously. I asked him how he recognized me and he said he had a good eye for faces. **He developed his qualities of observation.**

¶ When you go down the street you should study the windows in the stores. When a window trimmer trims a window he has a special reason for so doing. Figure out his reason why. A window trimmer aims to so trim his windows that the goods will sell themselves through an appeal to the eye. He has studied other peoples' eyes as well as his own or he would not know how to make this visual appeal.

¶ Why is it that a cattle buyer is such a good judge of the weight of cattle and hogs? It is because he studies animals and estimates them with the idea of weight in mind. You notice that he pays attention. He concentrates his mind upon his subject and he learns to estimate. We often hear the remark that so-and-so has very keen, alert eyes. **He has made them so.** He has learned to observe.

¶ It will pay you to study advertisements with the same idea in mind. Look at a new automobile. See how it has been made to appeal to the eye. Notice how a beautifully gowned woman appeals to the eye.

¶ When you go to the circus you will see about five trapeze performers in the same group. You will usually notice that three

of them are men and two women. You will notice that the men do all the difficult work. You will notice that the women are very fair to look upon, but that the performing they do amounts to little. They are up there to be seen and to fill space that would otherwise not look well. In the eyes of the onlooker they unconsciously accentuate the clever acrobatic effects of the other performers.

¶ Go back to lesson six and again study the marvelous power of the eye in controlling people.

**Learn to** Why do people spend years  
**Please the** in studying oratory. They  
**Eye and Ear.** do it to please the eye and  
the ear. The whole purpose  
of good expression is to please the eye and  
the ear. Did you ever stop to think of that?  
Beecher practiced oratory for years. Why?  
In order to please people. Demosthenes  
stuttered. He knew that stuttering did not  
please people, so he went down to the beach,  
placed pebbles in his mouth and practiced  
until he overcame his difficulty. He did  
it to please people rather than to displease  
them. We must please people in order to  
succeed in life. It pays. How we look  
and how our samples look will give pleasure  
or displeasure to the eye.

**Keep Your Samples Clean**      The Salesman who does not keep his samples looking at their best is going to lose business, and a lot of it. A self-respecting man will not buy from a sloppy Salesman whose samples are not clean. By all means see that your appeal to the eye is as good as it can be made. When a man looks at you he sees a picture that is either beautiful or ugly. If that picture has unpolished shoes, a dirty collar, and finger nails decorated with mourning, do you think it is beautiful?

¶ I recently saw a man eating with his knife. That one act told my eye a definite story about that man.

**Offending the Eye.**      A prominent concern wanted a first-class city Salesman. They received a lot of applications. But one man's recommendations stood out so much stronger than all the rest that they sent for him. He was an able looking young man. The president of the concern took him to the club for dinner. He tucked his napkin around his neck when he ate. He finished his dinner sooner than his prospective employer. As soon as he had finished he leaned his chair back and began to pick his teeth. When that was finished he took out his knife and cleaned his finger nails.

¶ In spite of his fine qualifications as a Salesman he was not hired, as this concern expected their Salesman to dine with many of their prominent customers, and they could not afford to be humiliated by such a representative. They hired an inferior man, but he finally became a member of the firm. If this man had developed his qualities of observation he would have learned that he could not grossly offend the eye and not lose prestige. His one weakness cost him a great opportunity.

**Do not Antagonize the Ear** A voice that is harsh or that grates will not long be listened to even by a good prospective customer. In hiring a man many concerns consider his personality first and his voice second. Many concerns will not hire a man unless he has a pleasant voice. The business world is keyed up to a high pitch. It will listen to a musical voice but never to a harsh one. Every Salesman should therefore train his voice if he expects maximum pay.

**Offensive Breath Hurts Business** You may not think the sense of smell has much to do with Salesmanship, but it has. Many people will not do business with a barber whose breath smells of cigarettes or chewing tobacco. The same is true with

a dentist. Many people will not buy from a Salesman who has either an offensive breath or a tobacco breath.

¶ Many men have such a breath but they do not realize the bad effect of it. A prominent doctor was sick almost unto death with pneumonia. Leading physicians called upon him. They came into his presence smoking, and it nearly stifled him. Up to this sickness he had been a constant smoker of both cigars and cigarettes. But he vowed that never again would he be so unconsciously brutal as to offend a sick person with smoke. He learned his lesson and has never smoked since.

**Taste and Touch** The matter of taste has very little to do with ordinary Salesmanship, as very few goods are sold on the basis of taste. But one should develop the sense of touch. Some men become so expert through the sense of touch that they can determine any and every grade of goods through simply feeling them. You can usually determine a good deal about a man's character by shaking hands with him. The characterless man has a weak handshake.

¶ In the future, the man who guesses as to the use of the five senses will be left far behind by the man who **knows**. Use your

senses. They were given to you for that purpose.

**Human Nature Instincts.** The following list of human instincts and their action is taken from a prominent work on psychology by Prof. James R. Angell, head of the department of Psychology, of Chicago University. These instincts are, fear, anger, shyness, curiosity, affection, sexual love, jealousy and envy, rivalry, sociability, sympathy, modesty, play, imitation, constructiveness, secretiveness, and acquisitiveness.

¶ "Curiosity is simply another name for interest. Curiosity is the racial instinct to which our sedate citizen is yielding.

¶ "Many persons feel an ineradicable impulse to conceal their plans, their actions and their character behind a screen of non-committal silence and reserve. But this is temperamental and may be felt in the absence of all explicit justification. Acquisitiveness is selfishness; the impulse to get and hold.

¶ "Rivalry is closely allied with emulation, and runs to excess in anger, hate, jealousy and envy. Its stimulus is found in the successful achievement of any one coming within our own social circle, by virtue of which we are likely to be relegated to inferior positions.

¶ "Envy is generally applied to our covetousness of the prosperity or possessions of

others. This covetousness is often accompanied as in jealousy, by more or less malignity. Jealousy we commonly apply to a similar feeling toward persons who are our supposed rivals, whether actually successful or simply feared. Its characteristic expressions are similar to those of anger and hatred, but commonly occur in milder form.

¶ “Adult constructiveness is exercised under the stress of fear, pride, or similar emotions.

¶ “Impulse as a mental affair may be defined broadly as the **consciousness of tendency to movement**. The disposition to movement is instigated by some stimulus.” We know that thought plus feeling equals action.

¶ “The first time one of the strong racial impulses is felt, the individual’s consciousness contains little or no anticipation of what is about to occur. He is simply aware of an unusual thrill, a passing interest, which comes to him disclosed in part by muscular movements—half mechanical in their nature.

¶ “Instinct and emotion are both psychophysical processes. The instinct refers primarily to physical phenomena, and the term emotion to psychological.”

**Leadership Based upon Knowledge of Human Nature.** No matter how brainy a man may be, no matter how well educated he may be, he will be a failure as a leader of men unless he thoroughly understands these human instincts and how to so manipulate them as to induce action in his behalf.

¶ Neither Mark Hanna nor Theodore Roosevelt have ever been known as exceptional students or great thinkers, but they made a great impression upon their country because they understood the human instincts and knew how to influence men as a result of such knowledge.

¶ Mark Hanna knew that acquisitiveness, the acquiring of property, and especially the idea of getting something for nothing, would make the greatest appeal to the human race. So he made the "Full dinner pail" the campaign slogan in 1896. The voter did not stop to inquire how it would be filled. The idea appealed to his appetizing instinct, and he voted for it. Mr. Hanna not only held up the full dinner pail to induce men to vote for it, but he drove them to it by appealing to the instinct of fear.

¶ Fear is one of the strongest negative human instincts. Hanna knew this and he knew the poor man would not be likely to vote to empty that dinner pail even by as much as

one slice of bread, if he believed that voting the Democratic ticket would do it.

¶ There wasn't much reason in this appeal, but Hanna knew he did not need much reason. He knew that self preservation was the first law of life, and he knew that the working man knew it also.

¶ Theodore Roosevelt knew that when he declared against the abuses of the classes he would immediately gain the applause of the masses by appealing to that instinct of rivalry, of envy, and the desire for fair play. The "Square Deal" preachment was the slogan.

**Join Mental Analysis with Mental Manipulation.** Can't you learn a lesson from this? Can't you make an effective appeal to some instinct in every talk you make, in every letter you write, in every circular or advertisement you send out?

¶ No man will ever know all there is to be known about Salesmanship until he is able to fathom the depth and breadth of the intellect, and until he is able to play upon the key board of the human instincts with as much power and brilliancy as Paderewski, when coaxing the enchanting music from the ivory keys of the piano.

¶ We have been discussing human nature from the standpoint of psychological analysis. We will now turn to the field of practice. We

will learn how a great concern studies human nature and makes money by applying the knowledge.

## STUDYING HUMAN NATURE AND APPLYING THE KNOWLEDGE.

¶ The John W. Tuthill Lumber Company of Sioux Falls, South Dakota, realizes in a concrete way, that success depends largely upon one's knowledge of human nature and how to handle and manipulate it. As far as I know this Company has done more to teach its men the best methods of handling human nature, than any company in the middle west.

¶ The Tuthill idea is so valuable and means so much in its practical application that I want to pass it along to all our students, and show how at least one of their men is succeeding as a result of applying the idea. I really believe this idea will be worth hundreds of thousands of dollars to our students. I consider it the most valuable idea I have picked up in 1911, and I feel under obligations to the John W. Tuthill Lumber Company for it.

¶ Here is the idea—The Company has instructed each Yard manager to hire a livery rig at their expense, and drive into

the country as much as possible, for the purpose of getting well acquainted with the farmers, whether they are his customers or not. They have asked their men to study the needs of every farmer, to see his stock, to take such a personal interest in the man and his farm that the farmer will unconsciously tell him what his peculiar hobby is. A man's hobby is usually his point of contact.

¶ The Yard manager has been instructed to buy an alphabetically indexed note book, and if he finds that Jones' particular hobby is white-faced cattle, he puts that down in its proper place in the note book. If he finds that Smith raises thorough-bred Poland China hogs, he learns all he can about the hogs, and under Smith's name he mentions his hobby. If Brown's hobby is fine Percheron horses, he takes a special interest in the horses, and makes a note of that in its proper place under the name of Brown.

¶ Every farmer considers it a compliment for a busy business man to call upon him and take an interest in what he is doing. He considers it a compliment to be asked about his particular hobby when he comes to town. The business man who does this is so unusual that the farmer thinks of him as a particular friend, and he thinks of him when he goes to town. He feels that he is honored in meeting him and when he thinks of buying lumber, whom do you

suppose he thinks of? Why he couldn't be driven to this man's competitor under any circumstances.

¶ I became so much interested in this idea and its particular application, that I stopped at one of their Yards in order to talk with the Yard manager there. I will give you three illustrations which will illustrate the practical operation of this human nature study.

¶ The Yard manager and his wife were out driving in the country one evening and were about to pass a farm house, when he said to his wife he believed he would drive in. His wife asked him if this farmer was one of his customers, and he said he wasn't. His wife asked him what was the use of going in then. He said he would just drive in anyway for a minute and get acquainted. He did. After a little conversation the farmer told him he was in need of a horse for spring work. He asked the Yard man if he could tell him where he could find one. The manager said "No;" but told him if he found one he would let him know. That's the kind of service that pays.

¶ During the next three days this manager inquired of every farmer he met, in regard to a horse. He finally discovered one for sale in another part of the county. He immediately sent out word to the farmer.

The horse just suited the farmer and he bought him.

¶ A couple of weeks later the farmer was in town and called at the lumberman's office and asked him what he owed him. The manager said, "You don't owe me anything, as you never bought any lumber from me. I certainly wish you did owe me something, for I would be very glad to do business with you." The farmer said, "I owe you something for helping me get that horse. That was just the kind of a horse I wanted, and what you did is certainly worth something to me". The lumberman told him he was only too glad to do him the favor, as it cost him nothing, and he wouldn't think of such a thing as taking anything. Sixty days later the man came in and bought over four hundred dollars' worth of lumber from this Yard, and has bought all his lumber there ever since.

¶ The manager told me he met a farmer on the street one day who had sent East for a carload of lumber, and he said, "Mr. Blank, I regret very much that I did not sell you that car of lumber, but now since you have it, if I can be of any service to you in anyway, be sure to let me know, as I may be able to help you out some way". The farmer straightened up and said, "What do you mean?" "I mean just what I say," said the Yard manager. "If you need any

more material or any assistance in any way before you have your barn finished, just let me know and I will be only too glad to help you." The farmer said, "That is certainly a different line of talk from what your competitor gave me. I met him on the street the other day and he gave me Hail Columbia for sending away for the lumber." The manager said, "I don't know what my competitor said, but if you need any help let me know."

¶ When the barn was built, Mr. Farmer had a few four by fours left that he did not need, and he asked his friend, the Yard manager, what he would give for them. The manager told him he would give him full price if they were in good shape. This he did, and he has sold this farmer every inch of lumber he has bought since that time. This manager was even wise enough to pay him full price for three or four planks. **Does it pay to get over on the other fellow's side of the fence and take a personal interest in him and talk to him from the standpoint of his interests, as well as yours? This manager has found that it pays big.**

**Human Nature, Friendship and Service.** Here is one illustration from my friend, the lumberman. It shows that he hasn't studied human nature merely from a dollars' and cents' point of

view, but that he is sincere in everything he does.

¶ He was down at the depot one morning when a woman was struck by the train, and hurt so badly that she died that evening. He picked the woman up, wiped away the blood and stayed with her all day. Some men would say he was neglecting his business, but he wasn't. That was the most important business he had that day. At the funeral, which was in the country, he took charge of the arrangements and saw that everything was done right. He gained the everlasting friendship of this woman's husband, who happened to be a leader among the Scandinavians. You can imagine where they buy their lumber.

¶ The analysis of human nature leads us to realize that kindness is one of the most powerful factors in influencing people and winning success; and courtesy is simply an outward expression of an inward kindness.

¶ Every one who reads these words can apply this lesson to his particular business, I care not whether he is a working man or a millionaire. Try it brother, try it. It will do you good, and do the world good as well. Human nature is still human nature, whether found in a palace or a hovel.

¶ The next volume will take up the study of Ethics, Health, Physical culture, Dress and Appearance, and Business Letter-writing.

¶ Business letter writing is a great profession all by itself. There is no profession to-day which is so sadly neglected as this one.

¶ Only one business letter out of ten, written by the so-called experts, is considered good. Think of it!

¶ Many ordinary concerns pay from two hundred to five hundred dollars a year to outsiders for help and criticism in writing their letters.

¶ In no field is there a greater opportunity for men to build up an independent and lucrative business than in the Business letter writing field. Any man who has finished this Course, is prepared to open an office as an Expert Business letter writer, providing he has had experience as a Salesman, and has an ordinary education.

¶ Some of our students have started right out and made good from the start by charging \$25.00 for three letters.

¶ Our Business Letter writing department is not the experience of one man. On the contrary, it contains the experience of most of the greatest Salesmen, Advertising men, and Business letter writers in this country. It contains the cream of their best thinking. Study it carefully. Digest its fundamental principles, and you will have no difficulty in applying them successfully.



## INTRODUCTION.

¶ This lesson on the ethics of Salesmanship, by Dr. Tiffany, cannot fail to touch a responsive chord in the heart of every ambitious Salesman. Dr. Tiffany is eminently fitted to discuss this subject. He has had a wide and successful experience in various lines of Salesmanship, and has spent much time and effort in studying the methods and principles followed by the founders and promoters of the most successful of modern business enterprises.

¶ In these days of greed and graft and strong competition for business, many Salesmen have received the impression that sharp, schemy methods and smooth misrepresentation are necessary qualifications of the expert Salesman. To the man who really glories in his business for the sake of the opportunities it offers him to give a boost to the great world of business activity and business progress, this certainly presents a gloomy view and takes away that joyous zeal which in itself is the very essence of business getting.

¶ Professor Tiffany proves to us without the shadow of a doubt that there is only one way to build the highest and most successful type of Salesman; that the same principles upon which the monumental business enterprises of the present day have been builded,

must be the corner-stone of the career of the successful Salesman; that to translate a moral principle into a business transaction is the crying need of modern commercial life; and that the man who incorporates these principles into his own life and then learns how to apply them scientifically and practically to the art of business building in his own particular line, has not only discovered the key to his own prosperity, but the secret as well for building a monument of results which shall go down to all posterity.

## LESSON XIV.

### THE ETHICS OF SALESMANSHIP.

*By Orrin Edward Tiffany, Ph. D., Head of the  
Department of History and Economics,  
Western Maryland College,  
Westminster, Md.*

#### **Ethics and Business.**

In the popular mind there has long been an idea that there is a conflict between business methods and ethical standards. It was thought that business was founded upon the principle of self-interest, ethics upon the principle of sympathy. The business man is represented to be governed by the one, the ethical man by the other. This view, however, is gradually changing. People are so closely related in human society, so interdependent, their interests, in the long run, so mutual, that whatever policy best promotes the welfare of society, likewise advances the interests of the individual. In the same way, it is thought that whatever advances the interests of the individual promotes the general welfare of society. If sympathy or generosity were pushed too far, it would bring about the destruction of the individual and consequently the death of society. On the other hand, if self-interest were pushed to the extreme, it would result in the destruction of others and in the end of society. These two principles must be balanced. Both are essential for

success. They are but two view-points of one process. Whatever is true in ethics must also, in the long run, be profitable in business. Good morals and business prosperity are compatible. To make this thought clear and to show what are the ethical relations of the Salesman is the purpose of this lesson.

**The Work of the Salesman.** Salesmanship is a high and noble calling. The Salesman is an agent in facilitating the exchange of goods. Modern trade is founded upon two things: the division of labor, and the territorial division of industry. One man no longer makes the whole of any goods. The productive processes in manufacture are divided into small parts, and one or more of these minute parts given to that laborer who is best fitted to perform that particular work. By division of labor our large factory system has grown up, and the production of goods has been greatly increased. The laborer no longer produces whatever goods he may need. He now labors in his special field realizing that he can get most of what he wants by doing what he can do to best advantage, and then, by trading the products of his labor, secure the largest amount of the things he desires. In like manner, by territorial division of industry, each community may produce that line of goods for which it is best adapted, and then, by exchange, secure the largest amount of goods desired.

¶ At the present time every people the world over are producing goods to be distributed to the farthest ends of the earth. The railroads, the steamship lines, the telephone and the telegraph, bring all people and all nations together in a world's market. The new processes of manufacture, and the development of the systems of transportation have marvelously increased products and placed tremendous responsibility upon those engaged in trade and transportation. It is the work of the trader, the Salesman, to facilitate the exchange of commodities between people and nations. In so far as the Salesman succeeds, the benefits of division of labor and the territorial division of industry is secured to society. Production of wealth is accelerated, and the interests of all mankind greatly advanced.

¶ Nor is it all of the Salesman's duty to facilitate the customary processes in the distribution of goods. The Salesman is, also, an agent for advancing civilization. The manufacturer is busy producing new goods. Invention follows invention with marvelous rapidity. It is the task of the Salesman to provide a demand for these new goods. Old customs, prejudice, the possibility of temporary loss, must be overcome. Lifelong habits and tastes must be set aside. This is the work of the Salesman. He must introduce the new goods. The difficulty of this work has been

little appreciated. Custom has been a powerful factor in holding mankind to a fixed course of life. It has often formed a crust too solid ever to be broken. So potent has been the force of custom that the majority of nations have made little progress. Many of the nations of the earth have never been able to outgrow this tutelage of inexorable custom. In the course of human history stagnation has been the rule, progress the exception. It is only as this fact is realized that the work of the Salesman in pushing into the new fields is appreciated. Yet so patiently, so quietly, so persistently and so thoroughly has this work been done that the life of the nation has been enlarged and enriched a hundred fold. The innumerable articles that adorn the household to-day compared with a century ago furnish abundant proof of this fact.

¶ Nor is this work of civilization confined alone to a single country. So successfully has the Salesman won his way into distant lands that for the purposes of trade, all nations have been united to preserve the peace essential to progress. The Salesman has so bound the nations of the earth together by the mutual benefits of trade that the industrial and financial interests of all the world oppose war to the last, and when once it has begun they do all within their power to bring about a reconciliation. The universal demand for peace is, in no small measure, due to the Salesman.

Whether the Salesman "introduces fly-paper into Palestine, windmills into Argentine, machinery into China, agricultural products and implements into distant regions in South America, or promotes the establishment of railroads and manufacturies in India and Japan—or whether he capitalizes wool-spinning mills in Persia, or tea-plantation syndicates in Paraguay—he remains the same indefatigable pioneer or pathfinder of civilization; the entering wedge of international commerce, providing and maintaining the impregnable economic basis that supports that palace of the arts, the sciences, and the supreme human spirit known as culture." (J. H. Sisby, *Arena*, 23:308).

¶ The processes of trade are long and intricate. The raw material must be gathered and disposed of to the local dealer. The local dealer must sell them to the larger dealer. He in turn, must dispose of the materials in various grades to the manufacturers. The manufacturers must transform the raw materials into various kinds of goods. These must be sold to the syndicate buyer or wholesaler. In the further processes of distribution the wholesaler must sell to the retailer and the retailer to the consumer. By such processes, and any combination of them, are the resources of the world gathered, manufactured and distributed. Every exchange in the process requires the services of the Salesman. The task is a

difficult one. It calls for the strongest courage, the keenest intelligence, the shrewdest tact, the greatest industry, and the highest moral stamina of man. Whether acting as importer, wholesaler, or retailer—whether at the head of a sales department of a manufacturing plant, a department store, or an all round clerk in a country grocery, whether behind the counter or on the road—every true Salesman is contributing to the material well-being of his fellow man.

¶ Thus we see that Salesmanship is a high and noble calling. Only as our students grasp the significance of the greatness of their work can they realize the importance of the duties devolving upon them as Salesmen. Only the man who is called to a great work can have the courage and constancy of purpose that will enable him to overcome every difficulty and fill a sphere of activity and usefulness commensurate with his ability. Too many people are like a rudderless ship afloat on the sea of life. They have no aim, no purpose. They are insensible to the vastness of their calling, blind to the golden opportunities that throng about them, deaf to the innumerable calls to duty and higher usefulness that rush in upon them, unconscious of the diamond moments wasted in idleness, indecision, weakness or even foolishness. It would be useless to talk of the ethics, the moral side of Salesmanship, without first showing the greatness of the pro-

fession, and the responsibility that rests upon the class of men that handle again and again all the material products of mankind. Only as these exchanges of goods are performed honestly and in the spirit of mutual benefit, can the present industrial system stand, or the progress of mankind in civilization be accelerated.

**Honesty the Best Policy** To-day nine-tenths of all goods are said to be sold on credit. Credit is based on confidence, confidence on integrity, and integrity on downright honesty. Honesty is the best policy now just as truly as on the day it was uttered by the illustrious Franklin. **Forever down with the idea that dishonesty is necessary to success in trade. Dishonesty never has built up a great and permanent business and it never will.** A man might as well attempt to buy his way into the kingdom of heaven by chicanery and theft as to erect a permanent business upon the sandy foundation of deceit, misrepresentation, and dissimulation. Frenzied finance, government fraud, and double dealing in insurance may have its day, but murder will out. The relations of people in human society are so interdependent that a house divided against itself can no more stand in the business world than in the political or moral realm.

¶ The "square deal" is the only deal that

can make for permanent success. This is becoming clearly recognized in trade. The old store with its heterogeneous stock of goods has given way to the modern specialty store or to the department store. The goods are carefully graded, grouped and arranged so as best to meet the needs of the various classes of customers. The old system of unmarked goods and the haggling methods of sale have given way to a system of clearly marked goods which are one and the same price to all buyers. Furthermore, the buyer is now given the privilege of taking the goods home, of examining them, and of returning the same should they, for any reason, prove unsatisfactory. So thoroughly has honesty become the foundation stone of great mercantile establishments that should any clerk or Salesman be detected in the least dishonesty toward a prospect he would be reprimanded or dismissed at once. Relying on the truthfulness of the descriptive catalogue, the integrity of the house, and the honesty of the sales force, the general public has been so won by the honest policy that vast amounts of goods are now ordered direct from the factory or the large mail-order houses. If fraud or deceit were in anywise customary in modern trade, the debtors would have revolted long before the credit system reached the present vast proportions. Merchants would not ship their goods hundreds of miles on

approval, offering to pay the freight charges both ways were their goods other than they represent them to be.

**Character and Ability** As a business firm to be permanently successful must be honest, must have integrity, so must every Salesman who would achieve the highest permanent success. He must be honest with himself, his employer, his prospects, his fellow associates. He must be a man of character. We have heard in these lessons on Salesmanship of suggestion and the power of personality. What suggestion is so persuasive to the prospective buyer as the suggestion of the Salesman in whom he has implicit confidence! What personality is so forceful in the sale of goods as the man of character! Character is one of the greatest motive powers in the world. It exhibits man at his best and commands the homage of mankind. It is easy to believe in such a man, to trust him, to follow him. His introduction dispels all your fears. He wins your undivided attention. His truth interests you. It creates a desire for his goods, and you unhesitatingly buy. Moreover his sincere, "Good day," and hearty, "Come again," have a suggestive force that causes you to return again and again to his place of business.

¶ To win success in business one must possess two things: character and ability.

These may be inherited in small measure, but for the most part they are acquired. **Character comes as a result of years of customary action. One must have habituated himself to a constant line of conduct.** To acquire it, in its noblest form, one must aim high. He must have felt himself called to a great work, and then putting aside forever all negative qualities push on with determination to the mark. Only a man of character can do this. He alone can breast the "blues," temporary failure, keen competition, and all other things that defeat the weakling. Knowing that his aim is a worthy one, that his method is right, he can say like one of old, "none of these things move me."

¶ Much the same may be said of ability. For the most part it is acquired. **The longer I teach the more I am persuaded that genius is nine-tenths hard work.** The student who comes out of college or the university with highest honors is the student who has put in the most hours of hard study. Our normal schools and pedagogical departments have made many a teacher, who never inherited an extra ounce of teaching ability, successful, if not famous. The same may be said of lawyers, doctors, preachers and all other professions. Give to the Salesman the same technical training in the science and method of Salesmanship that are given in the other pro-

fessions and let him have character, and he is bound to succeed. As the old store and its haggling methods has passed away so must certain false notions regarding the making of a Salesman pass away. The time is fast approaching when the Salesman, whatever his position in the business world, must study. He must learn the principles that make for success. Like the orator and the actor he must develop his powers and train them that he may influence men. He must learn what ideals make for success in trade and not go stumbling through life with false notions. He must cultivate every virtue that will increase his business capacity. He must know the truth and then live it. He must be consistent. One cannot live a dual life and not become tainted. It is impossible to have one standard of morals for private life and another for public life without becoming vitiated in both.

¶ The development of the credit system and the sale of goods on approval are gradually changing the theory of morals that govern trade. There is a growing sentiment that the trader, the middleman, the Salesman, is a public servant; that the twenty-five billions of dollars' worth of goods that pass through his hands again and again in the United States each year is a sacred trust which he must perform rightly for the welfare of society. I am

not sure but the time will soon come when the man who defrauds the public will be held more guilty than the man who defrauds the individual. In the latter instance, a few, at most, are injured, while, in the former, society as a whole is outraged. As society is more than the individual, so injury to it is of greater consequence.

**Service**                      From the point of view of ethics the chief object of trade is for human service. The man who renders the greatest service to society is the best trader, the truest Salesman. The law of getting is to give. The house that gives most is sure to get the largest trade. The same is true of the individual Salesman. The person who renders the best service, gives good goods, truth, courtesy, human sympathy, will soon find himself more than filling his position. He will find promotion and higher usefulness. Would our Salesman hold a higher position? Let him not seek his own interests but let him seek the welfare of others. Let him minister largely to society. Let him do his best for the world and the world will do its best for him. Wherever a man or a house is found that has a reputation for fair dealing and generosity, people like to go there to trade. It cannot be unprofitable to any Salesman to make his customers trust, respect, and love him.

¶ **For the Salesman to render the highest service he must be at his best.** He must make the most of himself. His virtues must be developed, his weaknesses overcome. Whatever qualities are lacking that would make for success must be acquired. Character, personality, courtesy, gentleness, human sympathy, real love for the welfare of others are all powerful assets in trade. Optimism, good cheer, cleanliness, neatness, modesty, and patience are essentials of high attainment in Salesmanship. Alertness, eagerness to learn, mastery of details, knowledge of competitors, familiarity with the market, readiness to adopt the best methods are indispensable to the highest success in business. Our Salesman must be a growing man. He must outgrow the position he holds if he would advance. If he would be at his best, he must put away every hindering influence. **He must cut loose from all associations, habits, or practices that would steal upon his time or energies.** The way that leads to high attainment in any field of human achievement is narrow and few there be that find it. Not because it may not be found, but because too many will not pay the price in human effort and constant determination. To the man of faith and persistent effort all things are possible.

**Employer and Employee** As certain ethical principles must guide the firm and the individual Salesman in their relations to customers, so certain moral principles should govern their mutual relations. As the old haggling process with its trickery and fraud is giving way to the principle of honesty, with its one price and no abatement—to the largest possible service to the customer, there is at the same time coming into more prominence the hearty sympathetic co-operation of house and Salesman. The more intimately the sales force can be taken into the confidence of the house, the more they can be made to know of its history, principles, methods, the more they can be made to feel that they are a part of it, that all persons in the concern are one in interests and aim, the better the service they will render, and the more enthusiasm and pride they will take in the success of the business. There should be a feeling of oneness throughout the house. The manager should be looked upon as a leader, an elder brother, counsellor, rather than a "boss." Suggestion rather than command should direct the sales force. Attention, suggestion, counsel, win the best efforts; while domination, anything, in fact, that smacks of master and servant, procures but reluctant compliance. All are human, all crave sympathy, all need encouragement. This is especially true of the young. The best there is in a per-

son should be brought out. This the firm must seek in every possible way to accomplish. The office boy of to-day is the manager of to-morrow.

¶ The counterpart of this care and helpfulness on the part of the employer is appreciation and responsiveness on the part of the employee. The employee must appreciate the suggestion and counsel of his superior. He must realize that his own highest interests are most intimately associated with the interests of his employer. Their interests are mutual. Gain to one is gain to the other, and loss to one is loss to the other. The employee should appreciate the opportunity his position opens to him. No matter how lowly it may appear, there lies before him the greatest opportunity for successful achievement that has come to any age or generation. For never before was there so much business progress and such a dearth of men. Business is enlarging on every hand so rapidly that there are not enough properly equipped men to take care of it. The young Salesman who can appreciate the greatness of his calling, the rapid increase in trade, the mighty possibilities that are his if he will but respond to the demands, will make the most of his opportunity. He will take advice, receive criticism kindly, study to show himself approved. He will do all that is expected of him and more. He will be cheerful, courteous, neat, clean, pure, always ready and will-

ing to do more. To such a one the doors of advancement will swing wide open.

**Relation to Associates.** The principle of service that is the basis of the ethics of trade, and of the relation of employer and employee is also fundamental in the relation of the Salesman to his fellow associates. Courtesy, co-operation, and mutual helpfulness should be manifest toward all associates. This not only applies to those of the same house, but to all those engaged in similar business. Build up; do not tear down. Think the best, speak the best of your fellow associates. Even in competition dwell rather on the merits of your own goods and house than on the defects of those of your competitor. Unless you know the goods to be a fraud and the Salesman to be a fake, it is far better to speak highly of your opponent and his wares, and then show the superior quality of your own goods. Be helpful in promoting the personal well-being of your associates. Serve them and they will reciprocate. Win over the offish and disagreeable ones by your kindness. Break down their selfishness and rivalry by generosity. It will pay, for when the day of your advancement comes, they will welcome it. They will say, "he is a mighty good fellow and deserves promotion." You may be at the head of a business some day

and need men. If so, you will have at your disposal the best in the profession.

**Conclusion** If, at first thought, the principles laid down in this lesson should seem to our readers theoretical rather than practical, an ideal not yet attainable, I wish to say that these are the principles gained not only by experience in several fields of Salesmanship, but also by a careful study of the principles that have built up the largest business concerns of the present age. Such are the principles that have governed the business conduct of such great men as Alexander Stewart, Marshall Field, Charles Louis Tiffany, Horace Claflin, Edwin Morgan, David Maydale, Herbert Hapgood, Butler Brothers, Wanamaker, and many another man who started in as Salesman in some small village store and by honest effort and by honest dealing rose to pre-eminence. And yet, when these men started, the country was new, manufacture meager, transportation scanty, and population sparse. A hundred fold more numerous are the opportunities that present themselves to the present-day Salesman, will he but prepare himself to meet the new conditions, and then by developing his ability to the utmost and his character to its noblest capacity, push perseveringly to the front, serving mankind with that integrity

and human sympathy that wins the confidence and maintains the patronage of an ever increasing multitude.

## LESSON XV. HEALTH

Before going to press this lesson was critically studied by Dr. E. F. A. Drake, the eminent Physician and Author, whose books are translated into a dozen languages. Dr. Drake says, "Your lesson is thoroughly scientific and just as authoritative as if written by a Physician".

¶ It is a fact that an individual can increase the length of his life at least twenty-five per cent and his earning capacity twenty-five per cent by taking proper care of his health. If a man uses seventy-five per cent of his energy running his body, and has only twenty-five per cent left to run his business, if he can take such care of his health, or so manipulate his energy, and the human machine as to use up only fifty per cent of his energy running his body, he will have fifty per cent left to run his business, or double the energy he previously had. And if he is wise he can use that added energy to double his earning capacity. **Other things being equal the man earns the most money who has the best health and the strongest constitution.** Of course we are not talking here about lazy people who do not use nearly all their energy. The average successful business man uses up all the energy he has and is very anxious to get more so he may use it.

¶ Dr. Lyman B. Sperry, the noted author and scientific lecturer of Oberlin, Ohio, said: "After a third of a century of scientific study my conclusion is that a man may live happily and usefully for one hundred and fifty years. Yet in the face of my belief twenty

per cent of the human beings born into this world die before they are a year old; twenty-five per cent before they are five, and the average length of life is under forty years. The destructive forces which bring about this low average are manifold, but I believe it is possible to enjoy good health and activity up to a century and a half, by a proper understanding of human possibilities, and the exercise of this knowledge." Commenting upon this and the excitement which Dr. Osler caused by his famous pronouncement, John Brisben Walker, editor of the *Cosmopolitan*, gives a series of pointed paragraphs on health and how to keep it, which I consider so valuable, because they hit the nail so squarely on the head, that I shall quote them *in toto*. Let us remember that an ounce of prevention is worth forty-seven pounds of cure. If we understood and practiced the simple rules of health half the doctors in America would go out of business inside of a month. The aim of the medical profession in the future will be to teach us, not so much how to get well, but how to keep from getting sick.

### **Learn How to Live**

Mr. Walker says, "A human being brought into the world with no serious constitutional defects should be at the very height of his power at sixty; his body should be as supple, as vigorous, as healthy, and as enduring as at

forty. But this means that it did not begin with a college training of tobacco smoke and beer; that it has not been kept confined in rooms for long hours without fresh air; that it has not wasted its powers in drink and debauchery, and also, the all-essential, that the man should have been taught how to live. Not one college professor in a dozen knows how. The old regime taught Greek and Latin, but not "How to live." The new regime teaches competitive athletics in order to advertise the college, but not "How to live." College professors have apparently been the last to awake to the problems of real life; no wonder that Dr. Osler's observation should have given him so poor an opinion of the human being.

¶ "But what are the rules which will give us long life, and, above all, that happiness which comes of good health? Let me try to enumerate some of them:

¶ "First, plenty of sleep in a well-ventilated room; windows all up in summer, in winter enough up to keep a supply of fresh air throughout. **Without fresh air—enough of it—and plenty of sleep, neither body nor mind can do its best work.**

¶ "Second, the daily morning bath. This for rich man or poor man, is equally a necessity. One does not need an expensive bath tub—a three dollar tin tub, a sponge from which to squeeze the water plentifully over the body,

and a towel; nothing more is required. In fact, one can do very well without even a tin tub. The hands can apply water from the basin to every part of the body, with nothing more than a newspaper to keep the water from the floor.

¶ “The daily bath is not a hot-water soaping process. The lye of the soap and the hot water take the much needed oil from the skin and leave it in a dry, unhealthful condition. The bath should be of cold water to invigorate. These are the requisites: first, a thorough drenching of the skin; then a hard rubbing with the hands; then another drenching to cleanse, and finally a good rubbing with a huckaback towel. A good towel is a good gymnasium itself. There are a hundred motions which exercise all sorts of muscles, stomach, back, arms, and legs; and at the same time polish the skin and cause the blood to circulate. In other words, the cold bath is not merely the cleansing process which most people imagine, but the setting up gymnastic exercises for the day.” However, the cold bath is in addition to the regular weekly hot bath. The skin is the third lung and the pores must be kept open by the use of hot water and plenty of good pure soap.

¶ **Third, abstention from overeating. A vast majority of all diseases spring from overeating.** You crowd food into your stomach and this can be used up only by exercise and

by passing oxygen through the blood to purify it. Then you sit in a badly-ventilated office or in your home, and expect nature to do the rest; much as if an engineer should persist in having coal crammed into his locomotive while standing in the round house.

¶ “The lack of digestion through lack of exercise, and the deep breathing which comes from exercise in the open air, oxygenating and so purifying the blood—this lack causes the secretion of poisons in the system. Presently one, or many so-called diseases—nearly all being, in reality, but one—the failure to digest the food, make their appearance. We take drugs, most of them being additional poisons to the system, and try easy ways of recovery. We do everything but the one needful thing—exercise in the fresh air. As the will is broken by the inroads of disease, we become less and less capable of making use of this only remedy.

¶ “Fourth, debauchery by liquor, sexual debauchery, and through opium and like drugs, and, most important because most prevalent, by tobacco, do not require to be touched upon here. All are familiar with the ravages which any one of these makes upon the human body. There is absolutely no use in looking forward to a long or healthful life if any one of these—including tobacco—is permitted to claim you for its own. “My smoking does not do me the least harm,” said the young man of thirty-five, with a splendid constitution.

If at fifty that man is a nervous wreck, he will ascribe his condition to all things rather than tobacco. But tobacco is quite capable of devastating even the most splendid physique, and preparing the body to drop an easy victim to pneumonia or zymotic diseases.

¶ “Fifth, overwork. It is quite possible to kill a strong man by the crowding upon him of duties beyond his strength. The wise man will gage his powers and refuse to accept burdens which will trespass upon the hours necessary for sleep, for exercise in the fresh air, for reading, and for reasonable amusement.

¶ “Sixth, worry. A philosophical avoidance of worry, and that care which kills—but how? In one word, refuse to be a coward. **Refuse to be scared by the shadows which cross your path—in business, in housekeeping, in the raising of children. Believe that you have the power to overcome all difficulties by persistent, courageous, patient combat against the daily troubles which beset the paths of all, rich and poor alike.**

¶ “Speaking from personal experience, I have never had the slightest ill-health without being able to put my hand upon the exact cause—a violation of one of these rules of health mentioned here. The average body is like a first-class piece of machinery. It responds promptly to care or neglect. And I firmly believe it is in the power of the average man or woman to live double the length of

time which would ordinarily be his or her lot, if he or she can but once understand the laws which regulate health, and follow them."

### **Taking a Cold Bath**

For several years past I have been in the habit of taking a cold bath every morning, to my great satisfaction and benefit. Morning after morning, in the midst of winter, I have stepped into a bath-tub full of ice-cold water, just as it flowed from Lake Erie. Getting into this ice-cold water is a real pleasure to me. I look forward to it. It never causes a chill, while on the other hand it causes a physical thrill to pass through the whole body, and this physical stimulant lasts all day. If for any reason I fail to get the cold bath in the morning I have a feeling of depression. I have never found anything yet written for the layman which gives a physiological reason for the physical value due to the cold bath, so upon investigation I find that the cold bath is the cause of a good many valuable results, some of which I will name. The nerve supply is a good deal like a thermometer. When the nerve energy is depleted we will say that the mercury runs down, and when it is increased the mercury rises. Anything, then, which acts as a food to the nerves increases the nerve supply and is of value to the body. The cold bath does this in many ways. In the first place it aids in cleansing the body and gives

the lungs less work to do. It aids in eliminating poison from the system. In the second place it brings the blood to the surface, thus causing a natural stimulant. The blood after leaving the surface goes to the stomach and other internal organs, and in that way aids digestion. All these things increase the nerve supply—by elimination, by stimulation, and by digestion. The cold bath adds direct food and strength to the body.

¶ People who have taken the cold bath for several years would rather miss breakfast than the bath, accompanied by the invigorating rub. Of course it should be begun in the summer when the weather is warm. In this way you will avoid taking cold. I have taken a cold bath in a room where ice had frozen during the night, without experiencing the least chill or without feeling at all cold. Another great advantage which comes to the disciple of the morning plunge, is the immunity from taking cold. I used to have a cold a great deal of the time in the winter, and never passed a winter for a dozen years without having a severe attack of the Grip. A cold now is a rare thing and I never get it unless under extraordinary circumstances, while I have banished the Grip entirely. This may be partially due to the fact that I pay attention to my diet, not because I have to, but because it pays in more ways than one. Some people say it is too much trouble to

attend to your diet, and take a cold bath in the morning. Napoleon didn't think it too much trouble to cross the Alps, and the Japanese didn't think it too much trouble to capture Port Arthur. Whatever is worth getting does not come without an effort. The majority of the men who read these pages are men who are willing to put forth any effort providing the experiment pays. The most energetic men are always the ones who are seeking new ideas.

**Hints about  
Eating**

I am going to say some things about diet which you may not take to very kindly. The only thing I have to say is, try it. I am seeking for everything that will increase my efficiency, both mentally and physically. In the first place, I don't believe in eating much breakfast. It is, to my mind, absolutely unnecessary and detrimental. The best kind of a breakfast consists of some breakfast food and cream, and a couple of pieces of bread or toast. Oh! but you say you like a good big steak in the morning, or ham and eggs with a lot of potatoes, breakfast food, and other things. Well, so do I, they taste good. But look here, men, we are not going by taste, appetite, and impulse are we? Only animals do that. Our aim is to eat only what is best for us, and not what we like best. We wear out our energy trying to digest food which

the body does not need and cannot assimilate. In order to feel fairly good after our big breakfast we wash it down with one or two cups of strong coffee, which acts as a stimulant. This borrows nervous energy in an attempt to neutralize the bad effects of the heavy breakfast. If you were going to chop wood or do similar heavy manual labor, you would need the heavy breakfast. But as a Salesman you don't need it and it is a handicap to you.

¶ Go to work with a light breakfast and your magnetism, energy and enthusiasm have a chance to expend themselves. They are not hampered by a heavy load which the system doesn't call for. At noon, eat what you like, but avoid pork and condiments as much as possible. "Don't eat pork when other meats can be obtained," is sound advice. I believe in eating the largest meal in the middle of the day. But I do not believe in gorging myself at any meal, simply because the food tastes good, and our appetite, which has been wrongly educated, calls for it. The Salesman who eats griddle cakes in the morning can't sell as many goods as if he ate brown or whole wheat bread. They are heavy and hard to digest. Tea and coffee are so universally used that it seems almost superfluous to say anything about them. But I have personally found that I can do more business and have more vitality by drinking neither, substituting good, cold water, nature's most

healthful drink. The Salesman should be very careful not to eat anything between meals. Eating fruit and other things between meals causes the stomach to begin the work of digestion over again and it is apt to get sour. This practically kills one's magnetism, puts the breaks on his enthusiasm, and diminishes his initiative. About half of the roadmen for a certain company practiced the rules which I have laid down. They drank neither tea nor coffee and didn't eat meat more than once a day. When the cold, stormy weather of winter came these men kept steadily at their work, without even as much as a cold, while most of the other men who paid no special attention to these rules were sick part of the time with bad colds and the Grip.

¶ **It is not what one eats, but what is digested and assimilated that is of value. Most people eat more than their body and brain require.**

¶ A Salesman's health is his chief asset. His nerve force is his bank deposit. Anything which hurts a Salesman's health is a thief that steals his bank account. The man with the greatest vitality wins in every battle of business, no matter what his work may be. Eight hours of good sound sleep will do more to fit a man for success, than all the arguments in the world when backed up by a tired, depressed body and brain. A Salesman should make it a rule to go to bed every night at ten

unless absolutely prevented. It pays. The argument is the Salesman's arrow, and it must be driven home by a personality which is throbbing with life, with health, with energy, vitality, enthusiasm and magnetism. This argument must be backed up by a conquering spirit and a flashing eye, both of which are the product of buoyant, vigorous health. "It is the Salesman who jumps out of bed in the morning with a clear head, a strong heart, and the thrill and glow of health and ambition pulsating through every vein, who can be depended upon to run down the most orders before night." Such a man can think quickly, act quickly, and has the pluck and courage of a young lion. It is an inspiration to meet a healthy, hearty, cheery, vigorous Salesman whose handclasp reminds you of a giant, and the tones of his voice proclaim his power. These magnetic, money-making, life-giving forces are within us all. Give that marvelous machine, your body, as good a chance as you do your watch, your bicycle or your horse, and then watch the results. You will double your commissions as well as your happiness and joy in living.

¶ The average individual doesn't drink water enough. Any amount of bodily ailments are caused by insufficient drink. Everyone should drink at least two or three quarts of water every day, or even more. The body absolutely requires it. A glass of

water taken the first thing in the morning after rising has a good effect. If you get hungry between meals a glass of water will remove the hunger and make you feel better than if you had a lunch. Try it. You should drink most of this water between meals.

¶ I haven't time here to give the scientific reasons for the rules enumerated above. It would take a good-sized book to do that. Follow out this regime in connection with the lesson on physical culture and your good health will be all the rule you need. I am not only anxious to be as strong as possible now, but I am anxious to be strong and healthy during the next forty or fifty years.

### **Exercising for Health**

In order to retain the strength and vigor of youth, past the allotted three score years and ten, one thing more must be considered, and that is exercise. The lesson on physical culture will take this up exhaustively, but we cannot place too much emphasis upon it. One form of exercise which should never be neglected is walking, no matter whether you like it or not. Every business man should walk at least two or three miles every day in the year, unless compelled to desist on account of bad weather or sickness. I am acquainted with two ministers who are great walkers. They are both past forty, but either of them would pass for thirty. It is said that when

William Cullen Bryant was editor of the New York Evening Post he lived nearly three miles from the office, but rain or shine he walked to his office and back again every day, in spite of the fact that he was over seventy years old. Walking in the open air is certainly one of life's great elixirs.

¶ How many thousands of business men are there who take a car to go from their office or wherever they want to go, even if it is only six blocks. They console themselves by saying they haven't time to walk, when pure laziness is their only reason. They have time to get sick and pay doctor bills. They have time to spend days and weeks in the office with a brain muddled with poisons that are in the system, because of over-eating and lack of exercise. They have time to die twenty years before their time but haven't time to take a good long walk each day in the open air. If they would ever try it they would find that the brain would think more valuable thoughts in one hour when the circulation is all aglow than in two hours in the office. You can think but little in a street car, but you can't keep from thinking when you are walking, that is, when you are walking alone. If you want to do some of your best thinking take a good long walk alone. Your brain will repay you for your effort.

¶ I wish to quote here from an article in the Chicago Record-Herald by Doctor Thom-

as Darlington, M. D., Health Commissioner of Greater New York. His article is entitled "Cure of Old Age."

¶ "Proper exercise," he says, "means a sufficient daily exercise in the open air and in the light of the sun to keep the circulation of the blood normal in the different parts of the body. Too much is as bad as too little; but every man, however sedentary his occupation, should manage to get at least half an hour of exercise. This will suffice, will distribute his blood properly, oxygenate it healthily, and keep his various organs in normal activity."

### **Eating too Much**

The following is what he has to say about eating, and it should command the attention of everyone: "Proper eating—This is the first, the most important of all hygienic rules, just as improper eating is the most wide-spread cause of disease and premature old age. Probably all of us eat too much and many of us eat many times too much, the members of the Beefsteak clubs not being the only offenders. That a locomotive will not work with too much coal, or an automobile with too much gasoline, men can understand. They should also be able to understand that the body cannot work properly with an excess of food. It cannot handle the excess. A tremendous waste of vital energy occurs with all large eaters, simply in the body's getting rid of the

excess. This excess poisons us. Food which is not assimilated because it is not needed, decays and becomes poisonous. The body does its best to overcome these poisons, and tires the man out by its efforts. Where it cannot overcome them, these toxic elements then store as unhealthy deposits on the walls of the arteries. Sooner or later they set up disease; in all cases they harden and destroy the usefulness of the arterial coats upon whose normal condition health and long life depend.

¶ “Now there are many reasonable people who are not only willing but eager to eat properly, but they do not know how. They will say that they cannot measure their food for themselves nor for their children, because they do not know the proper quantities. Until more specific regulations can be found for them they will be greatly assisted by two broad general rules.

**Learn to Eat Slowly**      “The first of these is, Eat Slowly. If a man eats rapidly he may eat twice or three times as much as he needs. If he eats slowly he cannot do this. The reason is that with slow eating the sense of repletion makes itself felt when repletion is reached. He cannot eat any more because he does not want any more. His appetite being satisfied, food has lost its attraction. In eating rapidly, however, the excitement and the enjoyment and

the haste prevent the sense of repletion from being observed. In its place he is checked only by distention. In the former case, repletion, his after state will be one of content, comfort and activity. In the latter the state is one of sleepiness, fatigue and discomfort. From the standpoint of happiness and usefulness alone, to say nothing of health, no better rule can be followed by any man than—'Eat Slowly.'

¶ "The second rule is as to dessert, the custom of tempting the appetite, after repletion is reached, to further indulgence. After a hearty dinner, pudding, pies and all other such sugary compounds cost everyone who eats them far more in comfort and pleasure than the pleasure which he receives. They are the most ingenious and most effective causes of general overeating. Sugar is rather a serious matter, dietetically speaking. According to the experiments of the Italian government, sugar contains and furnishes to the body two and a half times as much energy as any other food known. Upon these results the British government used chocolate for its troops in the Boer war, and the Japanese greatly developed the principle in the use of a chocolate preparation in their recent war.

¶ "Imagine, then, the strain put upon the body by sugary preparations after a hearty meal, a mass of food and concentrated energy that is not needed, particularly by people

leading sedentary lives who have no means of burning up the excess of food in healthy exercises. Sugar is an excellent thing in itself; but it might be much better if the dinner began with sweetmeats, in the Chinese fashion. In all cases where the dessert is heavy the dinner should be light, and the relation between the two intelligently considered.

¶ “A further rule of value may be gathered from the fact that about eighty-five per cent of the food, taken in normal quantity, is used up in maintaining the heat of the body. In summer, when the heat of our environment nearly approaches the heat of the body, something like eighty-five per cent less of food is necessary. These figures cannot be laid down exactly for all persons, but the fact suggests its own course of action.”

**Suggestion and Health**      Before I leave this subject I must say something about the law of suggestion and its relation to health. In the lesson on Suggestion you will find this statement, “The subjective mind controls the functions, sensations and conditions of the body,” and “The subjective mind is constantly amenable to control by the power of suggestion by the objective mind, either that of the individual himself, or that of another who has for the time being assumed control. Remember also that the subjective mind has the power to read the

thoughts of others." These are the fundamental scientific principles which Christian Scientists use, but they don't know it. If you think you are sick your objective mind makes that suggestion to your subjective mind and your subjective mind tells your body that it is sick, and it does get sick. On the other hand, if your objective mind decides that you are not sick, it sends that suggestion on to your subjective mind, and, remember, the subjective mind controls the functions, sensations and conditions of the body. The result is, I believe, that the mind does actually send, through some process that we do not understand, a healing power to the body, which actually does heal it.

¶ Doctors fool thousands of patients by telling them they will be all right after taking the pills or medicine which they leave. The patient begins to get well at once, and the medicine didn't do it, because the medicine was colored water, and the pills were made of bread. Physicians declare that half the yellow fever patients get the disease through fear. They also state that great numbers of people get appendicitis through fear. The appendix becomes inflamed through concentrated thought upon it and that causes inflammation.

¶ It would take a book a good deal larger than this one to discuss this subject of suggestion and its relation to health. Enough

has been said to show its power both scientifically and practically. My parting word is this: Kill fear; drive it out of your life; it is a negative force. Think only positive, healthful thoughts, follow the rules as we have given them and you will be all right.

**ANNOUNCEMENT.**

¶ The next volume will take up the study of Physical Culture, Dress and Appearance, Business Letter Writing, the Retail and Wholesale Business, and the National Cash Register Company's Selling System.

¶ Business letter writing is a great profession all by itself. There is no profession today which is so sadly neglected as this one.

¶ Only one business letter out of ten, written by the so-called experts, is considered good. Think of it!

¶ Many ordinary concerns pay from two hundred to five hundred dollars a year to outsiders for help and criticism in writing their letters.

¶ In no field is there a greater opportunity for men to build up an independent and lucrative business than in the Business letter writing field. Any man who has finished the Course is prepared to open an office as an Expert Business letter writer, providing he has had experience as a Salesman, and has an ordinary education.

¶ Some of our students have started right out and made good from the start by charging \$25.00 for three letters.

¶ Our Business Letter-Writing department is not the experience of one man. On the contrary, it contains the experience of most

of the greatest Salesmen, Advertising men, and Business Letter writers in this country. It contains the cream of their best thinking. Study it carefully. Digest its fundamental principles, and you will have no difficulty in applying them successfully.

¶ The National Cash Register selling system will be found in the last lesson of the volume. The business world considers this the greatest selling system in existence. It contains the best sales strategy ever evolved. It also contains many of the best answers to objections and closing arguments to be found in any language. Plan to study it carefully. It will pay you.



**JAN 10 1912**

**One copy del. to Cat. Div.**

**JAN 10 1912**

LIBRARY OF CONGRESS



0 022 014 086 6



Target FC-1C

Certifi Media Inc.

