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SALESMANSHIP

For Vocational and Personal Use

BY

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FIRST EDITION

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SALESMANSHIP

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To

MY MOTHER AND FATHER

PREFACE

This book is intended to discuss and emphasize the *principles of human engineering* as well as the general knowledge and practical skills that form a background for success in any human endeavor, with particular attention to the field of salesmanship.

It is deplorable but true that the majority of people who seek a place in the economic world are totally unaware of the general knowledge and skills that will be required of them. They know very little about the psychology of dealing with other individuals or with the public in general, and they are not able to make the most of their own personal assets. Consequently, they flounder about, making an error here, committing an offense there, suffering rebuffs and discouragements probably for years before they finally learn some of these principles through personal observation and experience—if, indeed, they learn them at all.

In our modern highly competitive and complex economic world the young apprentice, the prospective employee, or the seasoned worker who wishes advancement must exercise every bit of intelligence and scientific technique that he can command in order to secure and hold the position of his choice.

With these conditions in mind, the author has developed and arranged the material in this book in order to fill this important and general. need.

CARL B. STRAND.

BILLINGS, MONT.,
November, 1942.

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EDITOR'S INTRODUCTION

It has been customary to justify a course in "salesmanship" on the ground that "even if one never accepts a selling position he will need to sell his services in some other field of business." Often the same sentiment is expressed this way: "Everyone will have to market his services at the conclusion of his training period, and later from time to time; hence all need salesmanship." The danger in this point of view lies in the indisputable fact that it is based on a half-truth. Everyone does need to "market his services" from time to time and therefore should be trained to do it in the most efficient way. That is the half-truth in the point of view referred to above. But the fallacy of this point of view lies in the implication that a conventional course in salesmanship is the kind of training required to "market one's services" effectively.

There are many kinds of selling positions, ranging all the way from relatively simple ones in neighborhood stores to seasonal selling trips for a single important line of merchandise. Some sales jobs involve selling to customers who come to buy; others require the discovery of potential customers, the development of a desire to buy, and the stimulation of the all-important decision to buy. There are well-recognized "steps" in selling procedures, steps which follow a somewhat stereotyped pattern but vary appreciably in their order and relative importance.

Most courses in salesmanship are developed on the assumption that the psychological implications of selling situations, regardless of the kind of business or selling job,

are sufficiently homogeneous to afford a satisfactory foundation for a basic course in preparation for this area of business. There is ample support in educational and business practice for this point of view. But the assumption that one who knows how to sell merchandise according to sound principles of salesmanship will be equally well qualified to sell his services to a prospective employer is extremely fallacious. It is too much to expect that students of salesmanship will be able to translate what they have learned about handling merchandise sales situations into what they will need for dealing with personal-service sales situations.

It is often claimed by teachers that some attention is given to the selling of personal service during the progress of the salesmanship course, or at its conclusion. But this is at best only a gesture in the direction of adequate preparation for the vitally important first steps in a business career—getting a job and holding it.

That success in almost any field of business is dependent in large measure on one's personality is conceded by every student of personnel problems. Since every sales situation involves close and unique personal contacts, it seems clear that in few other business relationships is the personal equation likely to play such an important part. And it seems equally obvious that in few sales situations does personality play a larger part than it does in those which arise when an important initial job is being applied for or when professional advancement is being sought.

Too often personality is discussed more or less superficially as if it could be achieved through the discussion of a few selected personal traits, a practice which rarely produces more than a veneer of what is sought—real character. In many schools and colleges there are curricular

and extracurricular activities designed to develop personality. Such activities are commendable. But not so much can be said for the usual salesmanship course as a means of developing real personality. At best such courses result in an awareness 'of the importance of a salesman's personal characteristics, but not in the permanent acquisition of those characteristics or in an understanding of their importance in all business relationships. Too often in the salesmanship course personality development is merely incidental to the achievement of the quite different major objective of the course—understanding of the essential steps in making sales of merchandise.

It should be emphasized that in specialized extension courses in salesmanship for people who are already employed, who know the goods they will sell, and who are reasonably familiar with the policies and clientele of their employers, sound principles of salesmanship should be the primary basis of instruction. But for preemployment courses it should be obvious that primary emphasis must be shifted to the development of that essential of good salesmanship—a well-balanced personality that insures easy and sure adjustment to the many situations sure to arise in a selling career.

The author of this text has overlooked neither aspect of sound salesmanship training. But what is more important, he has proceeded on the assumption that personality development and the mastery of the principles of salesmanship are equally important objectives of a salesmanship course. He gives personality development priority in the arrangement of his instruction material, a plan which insures that when the fundamental principles of salesmanship are studied the student already will be thoroughly conditioned to understand and apply them by

reason of his previous intensive study of those personal factors which mean so much in the selling of merchandise.

No longer will it be necessary for a teacher of salesmanship to claim that personality development is one of the incidental outcomes of his course, since if he uses this text this outcome will be one of the major objectives of his teaching. Furthermore, it is through the personality approach that sound principles of salesmanship are taught. Because of this approach, and the solid instructional material which is provided for the development of personality as a prime factor of successful salesmanship, it is obvious that henceforth the claim that a salesmanship course eventuates in ability to sell one's services can be substantiated.

This brief statement should not be concluded without calling attention to the fact that character is the true basis of large success in almost any worth-while business career, since mutual confidence should underlie all business transactions. It is not the prospective salesman alone who must inspire confidence when applying for a position; all applicants for positions, regardless of the kind sought, must do the same. And it is not at the initial-job stage alone that confidence must be inspired; it is just as important to maintain a relationship of mutual respect and good will throughout one's business career. Strong character alone will suffice for the achievement of this result. It is from this point of view that this text is commended to the most careful consideration of all who recognize the need for instruction material that does not leave character development to chance while presenting basic principles and the "tricks of the trade" in the salesmanship field.

FREDERICK G. NICHOLS

HARVARD UNIVERSITY,
November, 1942.

PART I

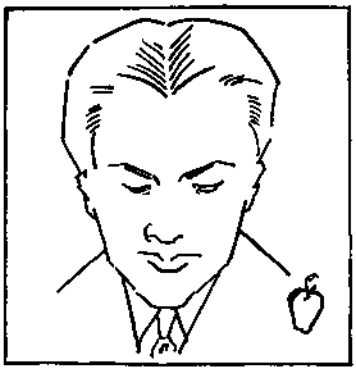
THE IMPORTANCE OF PERSONALITY

CHAPTER I

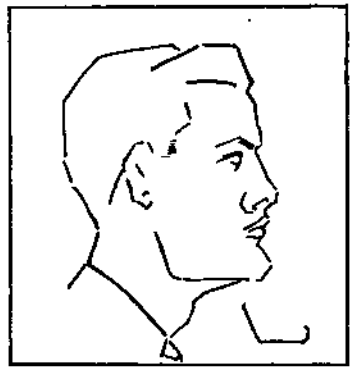
A HISTORY OF ATTEMPTS TO EXPLAIN PERSONALITY

Attempts to explain and to find the secret of an effective personality date back at least 2,300 years. At about that time, Aristotle, the brilliant Greek philosopher, wrote a treatise on judging personality from appearance, considering the size and shape of the head and taking up the fixed features of the face in turn. Since that time numerous attempts have been made to perfect this fascinating line of study, and the methods used have been very similar to those employed by Aristotle.

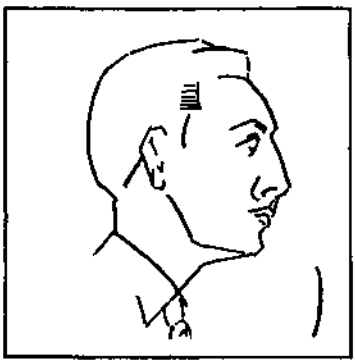
Phrenology.—Perhaps the method of character and personality analysis with which we are most familiar is that of phrenology. This "science" claims that a person's character and personality traits, as well as his emotional controls, are located in certain definite "areas" in the brain and that the degree of their development affects the shape of the surface of the skull. Hence, phrenologists produce elaborate craniological charts with numerous patches marked as the "seats" of love, memory, sympathy, reason, imagination, hate, etc. In many cases these charts run up a total of more than twenty such areas. In analyzing a person's personality and character, the "professional" will feel the surface of the customer's skull; if she finds a bump over the seat of imagination, for instance, she will emphasize the importance of this apparent "gift" possessed by the customer and will probably advise



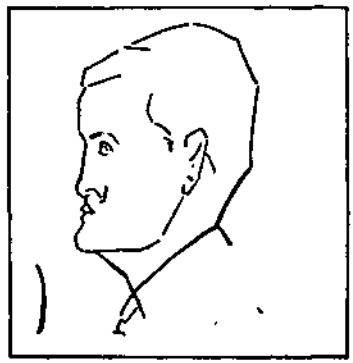
The triangular or "pear-shaped" head does not indicate keenness, accuracy, and attention to detail.



A well-developed jaw does not guarantee determination, individuality, and strong will.



The "convex" profile does not necessarily indicate mental alertness.



The "concave" profile does not indicate bluntness and mental sluggishness.

Fallacies of phrenology.

him regarding the right vocation to follow as well as the kind of woman to marry and will finally lay down a whole pattern of life for the individual.

The phrenologist fails to consider the fact that this bump was more than likely caused by the customer's hav-

ing fallen on the ice while skating, or perhaps some mischievous boy in the neighborhood bounced a rock off his cranium, which caused a swelling with a resulting "wave." Further, modern medical science does not bear out the claims of phrenology, as parts of the human brain have been removed in operations without the loss of memory, for instance; yet the area removed would correspond with that marked "seat of memory" on phrenologists' charts.

Most character and personality analysts also claim to be able to interpret the fixed features of the face, and they attribute certain traits and qualities of character and personality to the possessor of these features. They agree, for instance, that a high forehead indicates high ideals and imagination; a broad forehead denotes intelligence and reasoning power; a broad space between the eyes represents broad-mindedness; the open eye, frankness; the partially closed eye, cunning; a wide chin, determination and strong will; a narrow chin, mental and physical weakness; a convex, or pointed, profile, mental alertness; a concave profile, bluntness and mental sluggishness; a hooked nose, love of money and power. These are but a few of the claims made regarding the meaning of the facial features. Most of these claims have been definitely refuted by modern scientific analyses and by psychological experiments.[1]

It is, however, possible to tell a great deal about a person from observing the mobile parts of the face, such as the areas about the mouth and eyes, and by noting his

[1] An interesting account of such experiments can be found in an article titled What You Can't Tell about People from Their Faces, by Glen U. Cleeton, in the *American Magazine,* March, 1926, pp. 26/T. Similar studies have been made by Laird and Remmers, reported in the *Journal of Applied Psychology,* Vol. 9,1925, and by Cleeton and Knight, *Journal of Applied Psychology,* Vol. 8, p. 215,1924.

posture, gait, gestures, speech, tone of voice, and emotional reactions. Unfortunately, there are no rules or principles that can be applied in interpreting behavior. One must learn to attach meaning and significance to these movements and actions through long and careful observation and experience.

In discussing this matter of judging character and personality, it may be desirable to formulate our definition of personality. We might say that personality is the impression we make on other people by our physical being and by all of our reactions toward life. This means that our constantly changing experiences, ideas, and attitudes and our increasing knowledge are producing changes in our personality and character traits. In other words, our personality is an ever-growing and ever-changing thing. How, then, could the shape of the head or the fixed features of the face, which remain the same, be indicative of personality or character?

Graphology.—Many of us have doubtless seen so-called "handwriting analysts," or "graphologists," at various fairs or carnivals throughout the country; some of us have probably had our handwriting analyzed by these experts. This "science," which claims to be able to reveal one's personality by interpreting various characteristics of his handwriting, has been practiced with variations for several hundred years. Many of its claims seem very much exaggerated in the light of our modern knowledge of psychology. Graphologists claim, for example, that carelessness in forming the letters or in joining them indicates carelessness in one's manners, speech, dress, and even in his moral behavior. This principle of "carry over" has long since been discredited by psychologists, and we know today that learning is *specific* rather than *general;*

that is, you may have learned to be very neat and orderly in your bookkeeping, for instance, but that is not going to guarantee that you will also be neat and orderly in your letter writing or in your housekeeping. You may have learned to dress in a very meticulous manner, but that is not going to ensure your keeping your office desk orderly. Further, these graphologists claim to see even latent tendencies and undiscovered capacities in your handwriting. They will tell you, for instance, that a bold stroke running far above the line of writing indicates athletic ability; a bold stroke running far below the line indicates keenness of mind; O's, A's, and D's completely closed indicate orderliness, caution, reserve; O's, A's, and D's left open indicate dishonesty, even to the degree of theft; long bars over the T's represent perseverance; writing with too great a slant tells the world that the writer is lazy, etc.

Psychologists have undertaken experiments to determine the accuracy of these claims, and their conclusions have been, in effect, that handwriting cannot be used as an accurate clue to a person's character or personality.[1]

Palmistry.—In considering the various attempts made by man through the ages to analyze personality, we cannot overlook the "science" of palmistry. This art has been known and practiced since the time of the ancient Greeks and was highly credited by both prince and pauper during the Middle Ages in Europe. Curiously enough, it seems that palmistry and a number of other questionable sciences have regained a certain amount of popularity since the beginning of our depression. It may be that in the midst of all our uncertainties some people have

[1] An article of this kind appears in the *Psychological Review*, Vol. 26, pp. 63-75, 1919, by Hull and Montgomery.

given up the attempt to study, plan, and analyze rationally and have fallen back for advice and encouragement on these old occult practices.

Palmistry claims not only to be able to reveal the character of an individual, but to recount past experiences and to forecast the future of the person. All this, it is claimed, is possible simply by studying the line tracings in the palm of the hand, by observing the seven "mounts" and the marks on them, and by considering the length, size, shape, and construction of the fingers and finger joints.

The seven mounts, which are the elevations at the base of each finger, including the thumb, and the "percussions" are named after the planets; and, as is also true in astrology, the traits, or human qualities, over which these planets are supposed to have control are given emphasis in the individual according to the degree of development noted in the particular mount. As an example, if the mount of Venus is well developed, it indicates that the individual has a great capacity for love and an appreciation of harmony or melody; Mars bestows courage and a warlike spirit; Mercury, scientific ability and wit; Jupiter, desirable pride and ambition; moon, folly or imagination. All of these must, however, be considered in connection with the degree of development of the four principal lines of the palm; namely, the line of life, the line of heart, the line of head, and the bracelets, which are lines across the wrist.

In the light of modern science it would seem more accurate to think of the lines of the hand simply as marking divisions between the various muscles, and the degree of prominence or development would depend on the kind of work to which one put his hands. Naturally, the farmer would develop lines that were different from those

of the business executive, and the hands of the housewife would differ from those of the office stenographer. How, then, could these lines reveal the person's character, personality, past, and future?

Astrology.—The science of *astronomy* originated in Egypt and Babylon thousands of years ago and has been developed and perfected into the highly technical and accurate science bearing that same name today. The ancient Egyptians and Babylonians, however, thought of the stars as gods and accredited certain powers and qualities to them, believing that these gods exercised great influence over human affairs. The study of these star gods' qualities and influence upon human beings was called *astrology,* and was considered by these early people as being synonymous with the term *astronomy.* Today astrology is concerned only with interpreting human character, casting light on the person's future, and acting as a guide to his conduct from day to day. The general theory of modern astrology is based upon this ancient belief that the stars are gods possessing certain qualities and powers; and so the "science" goes on to tell us that if we were born between February 19 and March 20, for instance, we were born under the "sign" of Pisces, because between these dates the sun passes through the part of the firmament bearing this name.

These "signs" are simply parts of an imaginary circle called the Zodiac, which embraces the heavens and is divided into twelve equal sections. Since a circle contains 3GO degrees, each sign contains 30 degrees, a fact that accounts for the time required for the sun's passing through a sign. Astrologists will tell us, to continue our example, that if we were born under the sign of Pisces, our personality is ruled by the planet Neptune, which indicates

a dual personality. Our financial affairs are ruled by the planet Mars, which indicates periods of prosperity and depression. Our talents are ruled by the plant Venus, which bestows upon us a keen intellect and a romantic nature. Our profession and natural gifts are ruled by the planets Jupiter and Venus, which indicates great powers of persuasion. So runs the legend, on and on; the only "hitch" is that we know today that stars are not gods but merely masses of metallic rock or gases or just vapor, and so they can have no influence on human beings. Still, many adult and otherwise sensible people scarcely dare to undertake the duties of the day without consulting their horoscope! This is just another example of the many fears and handicaps some people cherish to their own detriment.

Many other attempts to explain personality have been made through the ages, but as they enjoy almost no popularity today we need give them no space here except to mention them by name in case the reader is interested in pursuing his study further. Some of the better known methods are numerology, psychometry, clairvoyance, Lombrosianism, and the Kretschmer system.

PROBLEMS

1. List the fixed features of the face of a friend of yours whom you know thoroughly. In a second column list the traits of personality that these features are supposed to indicate according to the information on pages 4 and 5 in this chapter or according to the theory given in a book on phrenology (see references). Finally, compare this list of supposed traits with your actual knowledge of the individual. Report on the result.

2. Request ten people to tell you whether or not they believe that facial features indicate mental, emotional, or personality traits. Record their replies. Ask those who believe in this relationship between fea-

tures and traits to list specific features and to give their meanings. Summarize your findings and report to the class.

3. Induce five members of the class whose birthdays fall about a month apart to purchase birthday horoscopes at a dime or drugstore; compare the astrological character analyses of these different horoscopes. What traits are given as being the same in each horoscope? Are the statements specific or general? Are the traits indicated commonly possessed by an average individual? List similarities and differences and report to the class.

4. Interview several people who have had their fortunes told by professional fortunetellers. What are their opinions as to the dependability of the predictions? How many predictions depend upon the individual's courage and initiative? List the variety of predictions made by these professional fortunetellers. Report on your findings.

5. Arrange to have a phrenologist, a palmist, or a graphologist appear before the class to explain his "science." Discuss the merits and fallacies of his statements.

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CHAPTER II

EFFECTIVE PRINCIPLES OF PERSONALITY AND SUCCESSFUL LIVING

"What," you ask, "are my chances for success in business or the professions?" And further, "What is required for being a success socially?" The answers to these questions are simple, direct, and absolute. Your chances for success in any human endeavor depend upon your particular type of personality.

At the mention of the importance of a desirable personality you probably see your hopes for your improvement and success go crashing into despair, because you immediately recall long lists of so-called "personality traits" that you have seen in books and articles on the subject. Your experience has taught you, as many others have learned, that you become confused at the number of traits listed, at their overlapping, and at the lack of an effective plan for putting them to work; consequently, you have not been greatly benefited by reading them.

However, according to this plan, which has proved successful in literally thousands of cases, you need remember only four fundamental principles, which are so broad and inclusive in their application and effect that they leave little more to be desired. These are not magic formulas to be applied externally or dipped into superficially. They are basic principles after which you must pattern your entire existence from now on. If you do this

with implicit faith, zeal, and vigor, you will inevitably accomplish your purpose.

No one today questions the importance of a desirable personality, nor would we question the fact that one's personality can be changed and developed. When we think of a simple definition of personality, namely, personality is the impression one makes on other people by his physical body and by all of his reactions toward life, we realize that our ever-changing experiences, beliefs, ideas, attitudes, skills, and accomplishments are constantly producing changes in our personality through our altering reactions toward life. Accepting, then, the above-mentioned facts, we are ready for:

Principle 1: *Build your body to a vigorous, vital, superior condition of health.* I need not go into the details of *how* one can build a healthy body. Everyone knows these principles or can learn them from any good book on physiology. I do, however, want to point out a few reasons *why* this superior condition of health is of such basic importance.

If you are weak, suffering from physical pain, or just continuously "run down," this condition determines your appearance, reactions, attitudes, interests, activities, objectives, and likes 01; dislikes. You will be irritable, gloomy, inactive, indifferent, and selfish exactly to the degree of your physical weakness. The people with whom you come in contact will instinctively evaluate your reactions toward life and label you as having a passive, ineffectual, or undesirable personality. But if you build your body to a superior condition of health, your appearance and general reactions toward life will change completely, giving you an 'entirely *different personality.* This is a striking fact: when you are in superior health, you are

actually a *different person* from what you were, despite the fact that you carry the same name! How, then, can you justify any condition, practice, or indulgence that in any way will deprive you of being the most superior *self* of which you are capable?

Right here you must throw away all those excuses, forget your prejudices, and discontinue your weak rationalizations with which you have been attempting to justify your various indulgences. Look at the conditions squarely and honestly, evaluate every situation and activity accurately, and then cut and eliminate any practice you find harmful and for it *substitute* another. Cultivate the positive traits of cheerfulness, enthusiasm, activity, unselfishness, optimism, and faith because, as the old Persian proverb says, "A broken spirit drieth up the bones," and the Bible adds, "A merry heart doeth good like a medicine."These quotations are psychologically accurate. Additional references to the importance of health will be found in connection with the remaining principles.

Principle 2: *Have a definite aim or objective in Life—an impelling motive or a burning desire to do or achieve some particular thing.* Nearly all human failures are due to the lack of a definite objective and a keen desire to attain this objective. So many of us wander aimlessly about, trying this, making a halfhearted attempt at that, dabbling into something else, quitting one task and beginning another—always hoping that something or someone will come along to place us in, or hand us, a position just to our liking, carrying with it a rosy future. In short, we fritter our energies away over too many different attempts. We try to run our lives by wishing for luck and taking a chance instead of proceeding by chart and compass. Remember that no amount of idle wishing by the roadside

will give you an automobile nor anything else that is desirable. All human beings are naturally lazy, but they must acquire the *habit* of ambition and perseverance by continually prodding themselves onward.

Be certain, of course, that your objective is within the scope of your powers and capabilities and that you have selected it only after carefully considering your natural aptitudes, your likes or dislikes (usually indicating aptitudes), the amount and expense of training required in the field, the trends or prospects for the future, the remuneration to be expected, etc. Then, once you have made your decision, *let nothing lead you from your course!*

I do not mean, necessarily, that you should decide upon incomplete or inaccurate information, probably while in high school, as to just what vocation you are to follow. You might even legitimately try a few different vocations in order to arrive at your decision. Do not, however, get into the habit of drifting from one line of work to another, seeking the ideal. You must remember that there is something unpleasant about *every* vocation; but if you are in dead earnest about your objective, as you must be, you will not feel the hardships nor the unpleasantness connected with your work. Your determination to succeed, coupled with your unshakable belief in your ability to attain your objective, will recognize obstacles simply as stepping stones leading toward your goal.

Your aim must loom so large in your mind that nearly every thought and deed can in some way be connected or identified with it. Your desire must be strong enough and abiding enough to permit you to lay plans to be followed over a period of years, if necessary, and gradually to carry each succeeding step to its successful conclusion. In the meantime *think, act, and live success* in your voca-

tion. At no time allow the slightest shadow of doubt to creep into your thinking. This unwavering attention to the requirements of your objective will demand unlimited nervous and physical energy, another reason for the importance of superior health.

Here some people will say, "Yes, I should like to become a member of a certain profession or carry on this particular kind of work, but look at my environment. I haven't a chance." In some few cases it might be true that one's aspirations are beyond all possibility, but in such cases it is rather that the individuals have overshot their capacities and that the choice is a poor one for them, anyhow. Remember this, and keep repeating it to yourself, if necessary: Your total environment does not mold you, but only that *part* of your environment to which you attend molds you. Here, then, enters the element of *choice.* You can control your environment by exercising your will. Allow yourself to *attend only to those things in your environment that are in line with your objective.*

Principle 3: *Eliminate fear and all its associates, as worry, hatred, envy, anger, doubt, and despair.* What are your pet fears? Are you afraid of losing your job? of offending people? of seeming ridiculous? of the dark? of superstitions? of failure in your undertakings? of gossips? of being unpopular? of sickness? of old age? of tomorrow? Are you afraid when speaking before a group? when meeting strangers? when interviewing your superiors? I hope you experience none of these. However, most people are haunted by fears that sap their strength and vitality, injure their health, stifle their personalities, paralyze constructive thinking, cripple their imagination, and make their short lives thoroughly miserable.

Fear is the result of ignorance, lack of complete under-

standing of a situation, or a personal complex. This complex might, in turn, be rooted in the subconscious reaction to some incident, possibly long forgotten, which caused a strong sense of fear at the time it occurred. In order to eliminate a fear complex of this kind, one must carefully analyze the situation that provokes fear and convince himself that this reaction is entirely without reasonable cause; therefore, the fear must have been induced as a reaction to the subconscious memory of a former unpleasant experience, which was the same as, or has become associated with, the situation that now causes fear. Then one must practice the emotions that are the opposite of his fears.

Remember that fear and its associated emotions set up nerve messages that interfere with the normal activity of the organic processes of the body, cause harmful glandular secretions, and so upset the normal functions of the nervous system that permanent injury to health, or even death, will result. Yes, fear can actually kill. The old adage "Worry kills more people than work" is a truthful statement despite its triteness. *Determine to eliminate all forms of fear from your life,* and you will emerge a free, happy, energetic, and vital personality!

Some of you may now be thinking that, if you only had a little more money or a few more clothes or a better home, you would be able to eliminate envy or despair or self-consciousness and you would then be a happy, cheerful, kind, and energetic person. Oh, would you? I doubt it! If you are the kind of person who is envious of what other people have and who sits around feeling miserable and blue because "the Joneses" have so much more of this or that than you have, it would make no difference to what social level you belonged; there would always be someone

to envy. Even if you had a million dollars, there would be someone in your acquaintance who had five, twenty, or even a hundred million. Naturally these people would have so many more factories, railroads, mines, etc., than you that you would be just too miserable with your paltry little one million. As Dale Carnegie says in his book "How to Win Friends and Influence People," "It isn't *what you have* or who you are or where you are or what you are doing that makes you happy or unhappy. It is what you think about it." Your own thought in the matter is what counts.

Do you pity yourself because you were not born "good looking"? I know many people who completely wreck their chances for success in their vocation and destroy their personalities by working up a disastrous complex through continuously grieving over their lack of beauty of facial features and constantly envying others who they think are better looking. These poor souls forget the most important element in charm and personality, namely, *use of brains.*

No matter how perfectly formed one's facial features might be, he would be lacking in charm and would be actually repulsive if he did not have the common sense to do some independent thinking. It is not the face, but what is behind it that counts! Remember this jingle, which is said to have been repeated often by Woodrow Wilson:

> As for looks, I know I'm no star;
> There are men better looking, by far.
> But my looks—I don't mind them
> For I am behind them;
> It's the folks out in front that I jar.

Don't be so self-centered that you can think of nothing but your own shortcomings. People will like you if you

forget yourself and think and talk in terms of *their* interests, needs, and desires.

If you have the vitality or energy to be alert to things going on about you, to form some opinions of your own on matters of general interest, to think in terms of other people's likes, dislikes, comforts, ambitions, and interests, and if you will *be yourself*, you will be likable, interesting, and, in short, a charming person—one with whom others will like to associate. You must, of course, be genuine or sincere so that your facial expressions and entire bearing will carry conviction. The expression you wear on your face is far more important than the clothes you wear on your body.

Principle 4: *Be sure that you genuinely like other people.* Next to yourself, another human being is the most interesting thing in the world to the average person. However, too many of us are interested in others only for what they can do for us. Some people deliberately try to use others simply as tools with which to further their selfish aims and have no regard for the welfare of these associates. This attitude is dangerous, as it will eventually lead to the downfall of the person who pursues it. He will not be "getting by" so famously as he may imagine, because his associates will feel the insincerity of the relations, and the first time this impersonal individual needs to depend upon his associates for any kind of support he will find that he has not one friend in the world. You cannot take advantage of a man and then expect him to boost you along toward success.

Every person you meet is an individual who has just as much pride, vanity, and self-respect as you have and just as many worries, hardships, likes, dislikes, ambitions, and prejudices as you. In order to get along with others you must learn to understand the motives that drive men

on to struggle for their own and others' existence. You must learn to like other people to the extent that you are willing to spend the time and effort required to make a study of human nature in general and to apply this knowledge to the particular individuals with whom you associate. This is, incidentally, the surest way of winning friends, because others will like you if you first show that you like them. Always consider other people as being just as sensitive to rebuke or ridicule, just as easily discouraged, just as keenly desirous of feeling important, and just as jealous of their reputation as you are. This will make it easy for you to think in terms of others' interests, needs, activities, and circumstances.

If you really like people, you need not worry about lacking tact, helpfulness, kindness, and courtesy, as these traits will express themselves in all your thoughts and acts. You will be willing to give some time, to exert some energy, and at times even to give some of your goods to those who need or can use them, and you will be the richer for having added to the total of the world's happiness. One might even say, from a selfish angle, help others for the beneficial reaction you will experience. You will feel the warmth and glow of the satisfaction of seeing happiness light the lives of others; you will nourish your self-esteem; you will be inclined to revalue your relationship to the world; and you will feel new zest, new interest, and new motives for "carrying on." This attitude is necessary for success.

If you master these principles—follow them to the letter, think them through, apply them to every situation, practice them faithfully, *live* them completely—you will find yourself becoming the kind of individual who matches the objective you have set, and your goal will begin to materialize.

PROBLEMS

1. Consult a reliable modern text on hygiene and formulate several basic rules for acquiring and maintaining perfect health. Make a report to the class on your research. (The subject of "Diet" might be covered by another student, or at a different time if the class period is short.)

2. Choose a vocation on which to report to the class. Study this vocation until you are thoroughly familiar with such items as the following:

a. History, present status, and trends in the vocation
b. Time and expense of training required
c. Remuneration to be expected
d. Vocational or social prestige conferred or other incidental advantages to be expected
e. Chances for advancement, expansion, or promotion
/. Personal and social value of service rendered

(Teacher: Several days may be profitably spent in hearing and discussing these reports)

3. Report on individuals who have achieved their objectives despite hardships or handicaps.

4. Give illustrations of individuals who have conquered fear and explain what this has enabled them to do.

5. What experiences have you had that lead you to believe in the value of sincerely liking other people?

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CHAPTER III

KNOW YOURSELF

Your personal assets—their use.—Your chances for success will depend more upon your general personality than upon any other factor or combination of factors. In fact, your personality is three or four times as important as your technical knowledge and skills in securing and holding a job or in making a success of your own business. This proportion has been generally accepted by research specialists on the basis of studies extending over many years.[1]

Let us, therefore, break down this thing called *personality* into a list of traits—*not* to be memorized as such and *not* simply to be thought of as "components of personality." Let us list them in order to call special attention to certain desirable qualities that you should attempt to cultivate if they are lacking in your make-up and to point out other traits, which you may need to eliminate. In short, the listing and discussion of character traits are intended to aid you in analyzing and evaluating *your* personal assets. It will then be up to you to assume the important task of making necessary changes. In order to accomplish this, you must be willing and able to answer fully and honestly, in the light of the following discussionf

[1] The Carnegie Foundation reports an even higher proportion. In a study of 10,000 men, the foundation says, it was revealed that only 15 per cent of a man's success depends upon technical training and 85 per cent upon the development of an effective personality.

such questions as these: What sort of persoji am **I?** What are my strong points? Wherein am I weak? What qualities must I develop? What traits or habits must I eliminate? Am I earnest in my desire to improve?

1. *Health.*—The most important single asset that anyone can possess is health. One's ability to understand, appreciate, convey, or enjoy the tasks, as well as the pleasures, of this world is dependent upon his health. I have already discussed the importance of health in Chap. II of this book, but I want to stress again the fact that, no matter what you are doing, where you are, or what you hope to do, you must *first* be concerned about your physical well-being. In order to get along with others, you must think, plan, and act in terms of *their* interests, needs, points of view, and desires; this, you will find, takes a great deal of nervous and physical energy, which you will not have unless your health is in a superior condition.

An ironical commentary on the objectives of many human beings can be found in the examples of men of all generations who have spent their lives and lost their health in accumulating wealth. They soon find that even wealth means nothing without health, and so in nearly all cases they willingly spend their fortunes in what is then too often a vain attempt to regain their physical well-being.

2. *Intelligence.*—Every individual inherits a certain amount of mental capacity from his parents, and his chances for advancement or achievement are, to some extent, limited by the quality of this inheritance. However, intelligence can be aided by various urges or objectives, and by numerous habits, such as observation, concentration, and perseverance. This, plus differences in

experiences, health, and information, accounts for the apparent variation in mental capacity of members of the same family. There are on record numerous cases of individuals whose inherited mental capacities were only mediocre, yet whose accomplishments were often phenomenal. Such accomplishments were made possible by a clear objective, unbounded enthusiasm, limitless energy, and a great deal of plain hard work—a formula that is necessary for any worth-while achievement regardless of native mental capacity.

It should be noted in this connection that if a person is sincerely cheerful, pleasant, and friendly—willing to smile—his associates will be inclined to think of him as being an intelligent individual. This observation is verified by an experiment carried on at the University of Colorado a few years ago, which was intended to determine the accuracy with which a person's intelligence could be judged from his photograph. There were 108 judges, and among the pictures submitted to these judges were two of the same subject—one taken at the time of high school graduation, which reflected the solemnity and dignity of the occasion, and the other a typical "sweetie pose," in which the subject was smiling pleasantly. Over half of the judges rated the 'sweetie-pose" picture higher than the sober one.

We human beings are superior to every other living organism on earth because of our intelligence. Every individual should keep that in mind and make sure that he is developing, improving, and- properly exercising his reasoning and thinking powers, because one's mental ability does not stay pegged at any stage of development; one is either advancing and improving, or he is sliding backward. Mental exercise is probably more exhausting

than physical exercise. This is another reason for the importance of superior health, which will furnish the individual with a surplus of physical and nervous energy. Many human beings are, however, simply too lazy to do any independent thinking or to exercise their powers of reasoning and judgment.

You have all heard the story of the man who was traveling over some of the byways in the Ozark region of the state of Missouri. Being interested in the attitudes of the people in that area, he made an effort to talk to as many of the natives as possible. He stopped at an old log cabin and asked its bearded owner how he spent his time in those lonely hills. "Well," drawled the old fellow, disposing of some surplus tobacco juice, "sometimes I set and think, and sometimes I just set." I fear it is true that we have numerous people in all parts of the country who are too much like this hillbilly of the Ozarks. They would rather "just set" than "set and think."

We must acquire the *habit* of constantly prodding ourselves onward to further mental activity. Think ideas and conditions through completely; analyze the causes and the results of phenomena with which you are familiar; be alert to knowing what goes on about you; place relationships and evaluate the importance of occurrences or facts. Only in this way can you be sure that you are keeping alive mentally.

Further, we must constantly be on the alert to guard against or to overcome such destructive habits as the following: (1) thinking first, last, and always about ourselves; (2) being unwilling to examine and fairly evaluate evidence presented by others concerning matters on which we disagree; (3) envying the good fortunes of others and hating those who have more than we do; (4) blaming

others for our own failures; (5) pretending that we do not want what we cannot immediately have; (6) trying to cover up our financial status and giving a false impression of wealth; (7) justifying our poor or halfhearted efforts by telling ourselves that at least we did better than someone else did—the "it-might-have-been-worse" attitude.

Are you consciously trying to overcome these habits which, if allowed to flourish, will blight your personality, block your progress, and undermine your morale? Do not lose sight of the fact that the most important thing in the world is mental activity. No mechanical invention or social improvement, for instance, could come into reality without first being conceived in the brain of some human being.

3. *Open-mindedness.*—Our discussion of intelligence has touched upon the desirability of being free from baseless prejudice in our thinking. However, in dealing with human beings, you will find that, no matter how exalted one's position may be, he will be *inclined* to be prejudiced in many respects. I mean that everyone has a tendency to feel that he is right and the world is wrong. If you ever get to feeling that way, stop short and take an inventory of yourself. People who continue to feel that way are eventually confined in an institution.

4. *Education.*—The quickest and easiest way of acquiring a certain degree of education is by attending school. Yet we have all known men who have been well educated, in the broad sense of the term, although they never attended school beyond the eighth grade. On the other hand, we have known men who have graduated from college—yes, who have been granted a degree of doctor of philosophy—who were informed in certain lines but who were far from educated, in the better sense of the term.

That statement may at first seem biased or exaggerated, but remember this: no one can become educated simply by spending the time and money required for a college degree. The most important factor in acquiring an education is the amount and degree of voluntary energy the individual puts into his mental exercise, with a view to acquiring the background for forming the ideals and habits of accurate, purposeful, and desirable thinking and reasoning.

I should define an educated person as being one who can live in harmony with his fellow men, love and trust the majority of his associates, and in turn be loved and trusted by them. He is informed on the problems of his community, state, nation, and the world; he has mastered the art of maintaining his health; he is skillful in the use of his mother tongue; he has developed the skills and acquired the knowledge necessary to succeed in his vocation; he reveres truth, seeks justice, and respects the rights and obligations of others as well as his own; he loves beauty, whether he finds it in nature, in art, in literature, in science, or in humanity; and, finally, he knows of the origin, growth, and development of the human family, has a sense of responsibility for his place in the present and an abiding faith in the future and in things eternal.

You will agree that according to this definition anyone who has an average amount of intelligence and who has the energy and the determination to persevere plus sincerity of intention can become educated to an acceptable degree. Naturally, he should seek guidance as to what material to study, and he must be eager to learn, willing to sacrifice time and pleasure, and patient with what will seem a slow process.

Do not feel inferior just because you lack a college education! Far too many people forget that in many respects they know much more than a college graduate does. There is nothing magical nor mystical about a college education. What the college graduate knows has come to him as the result of study and application to his task and not as the result of having attended some institution with traditions, curriculums, and athletic or social activities.

On the other hand, I should say that if you can afford to spend the time and money required for college training and if you are eager and determined to get the most out of your training, then by all means go to college. This systematic training will give you a broader vision, more sympathy and understanding, a sense of pleasure in knowing the meanings of things, more legitimate self-confidence, and, in short, will in the shortest amount of time make possible for you a richer, fuller, more satisfactory life—if you keep building on the foundation you have been given.

5. *Voice.*—From the standpoint of voice, we must admit that we cannot all be Bing Crosbys, nor Mary Gardens, nor Galli-Curcis; that would be far from desirable. However, we all owe ourselves and the world a certain amount of conscious attention to our voices in order that we do not offend our associates with high-pitched and squeaky nor throaty and inaudible sounds while speaking.

Voice, as you know, is produced by forcing air through the vocal cords in the larynx. The all-important factor in producing vocal sounds is control of the breath, or air supply. Most of us have no knowledge of how our breath should be controlled for the best results in speaking; yet this control is easily mastered by the average individual.

Here are the general principles: Lift your chest, shoulders, and head to their greatest height and hold them there without tenseness or rigidity. This should give you an erect posture, which will in turn give the desired freedom to the muscles of your diaphragm. Here lies the key to breath control—your diaphragm must supply the proper amount of air at the proper time. When you take in a full supply of air, your abdomen should bulge forward. As you use this supply, it gradually recedes, until you have forced the air out of your lungs and through your larynx. Practice flexing your diaphragm voluntarily until you can control it to the degree you desire.

When you are speaking, think about pulling your abdomen in according to the amount of force you need in uttering sounds. Your throat should be completely relaxed, and your lips and tongue should be *active.* Try to form your sounds at the front of your mouth, and think of projecting them into space according to the requirements of your listeners. Remember that you cannot be lazy and still have a good voice. You must put a good deal of energy into your speaking if your tone quality, inflections, and variations in pitch are to be effective. Open your mouth freely and let your lips protrude when enunciating the vowel sounds and several other sound combinations. Finally, try to listen to the quality of your voice and make sure that you do not offend by using a squeaky, rasping, guttural, shouting, or inaudible voice.

6. *Power of expression.*—This asset will be discussed fully in Chap. XIII. However, I should like to emphasize the importance of having a keen desire to express yourself fluently and effectively, as this is one of the most potent factors in determining success.

7. *Dress.*—Item 3 under the first topic of Chap. VIII, "What Have You to Sell the Public," discusses this asset to a sufficient degree for our purpose here. There is another matter, however, which is associated with the problem of dress and which must receive careful attention if your presence is to be welcome in either the social or the business world. This matter is *personal cleanliness.* Minimum requirements here are that you should take a daily bath, apply a deodorant under the arms, and wear clean undergarments. Keep your hair trimmed and well groomed, but don't put on so much oil that the hair "mats" down. The average person requires a hair trim every 10 days or 2 weeks. Never allow your neck to become shaggy. Clean your hands and face as many times a day as necessary to keep them presentable. Be certain that your fingernails are clean and properly trimmed at all times. Brush your teeth three times a day.

Many people will tell you that they brush their teeth three times every day; yet they still offend with bad breath. This condition has several causes, some of which can be removed only by competent medical attention. Everyone, however, can make sure that he complies with the following suggestions: (a) When brushing the teeth, always brush the roof of your mouth and your tongue. (6) Have your teeth examined by a dentist twice a year, and do not neglect any necessary treatment, *(c)* Have your tonsils checked if they cause you any trouble. It may not be necessary to have them removed; in fact, too many people have done that unnecessarily. However, after brushing your teeth, gargle with a simple solution of salt in warm water. This is more effective than most of the throat gargles on the market, most of which are sold at a fancy price. This salt-solution gargle is even more

efficacious for combating bad breath when you add soda in equal quantity with the salt.

8. *Cheerfulness.*—Human beings are constantly seeking an elusive quality that we commonly call *happiness.* We all have our own conceptions of what constitutes happiness, but when we meet a person who is cheerful and optimistic his attitude suggests that he has found this quality; and so he strikes a sympathetic chord in us, and we feel a desire to continue our association. This should give you a clue to desirable behavior in dealing with the public. There is a good deal of truth in the adage that runs, "Laugh, and the world laughs with you; weep, and you weep alone." If you want to be welcomed around the office, in the home, or in your social set, keep your troubles to yourself and cultivate the habit of being sincerely cheerful and reasonably optimistic.

9. *Enthusiasm.*—Nothing of value has ever been accomplished without some individual's possessing a certain degree of enthusiasm for its accomplishment. The greater the achievement, the greater the enthusiasm that is required. Enthusiasm is the urge that keeps the scientist working hour after hour or even year after year on his pet formula or theory; it is the quality that moves and convinces the audience to accept the speaker's ideas; it is a major factor in inducing the customer to buy the salesman's product; yes, it is the element that impels you to accept certain individuals as friends. Select your objective, choose your course, and then see to it that a white-hot flame of enthusiasm carries you over the rough places, through the valleys, beyond the hills, and into a full realization of your ambitions.

10. *Observation.*—Are you familiar with the buildings, trees, flowers, streets, signboards, electric signs, and gen-

eral topography of the region in which you live? Do you notice changes and alterations in the homes of your friends or in the business places of your town? Have your friends found it necessary to call your attention to something new that they were wearing? Far too many of us go through life without seeing, hearing, feeling, or appreciating the numerous items of interest and value in our environment. Here, indeed, is a phase of our existence about which we might be profitably told to "wake up and live." The power of observation is of great value in business, whether applied to neatness and arrangement in your store or office, to the effect your argument is having on your audience, to the attitude of your customer toward your goods, or to learning from your own or others' experiences.

11. *Courtesy.*—If you sincerely like people and are genuinely interested in treating them fairly and with consideration, you have the background for being proficient in the exercise of this trait. Courtesy is the *expression* of the kindness, sympathy, and consideration that you hold for your fellow men. It must be more than mere external politeness or unsympathetic compliance with social custom. It must spring from your very nature and mode of living. This attitude can be brought about only by long and insistent practice of thoughtfulness—the application of the Golden Rule—in dealing with other human beings. Remember, too, that being genuinely courteous is a business asset, as everyone likes to be treated with regard and respect. So, if you would get along well with your associates in business, in the professions, or in society, think, act, and live courteously.

12. *Honesty.*—Much academic breath has been spent, and a good deal of paper and ink have been used, in philosophic discussions of whether or not a person should

or, in fact, could be totally honest in every situation. I am not at this time going to try to add anything to your opinion on that score. Our concern in this connection might be stated as follows: Are you convinced that the only way to guarantee your continued customer respect and patronage is to be absolutely honest in your sales talks, in your advertising, and in your general dealings with the public? You should be. Are you totally trustworthy in handling money or valuables for others? punctual and exact in making payments or collections whether for yourself or for others? systematic and accurate in keeping financial or other business records? You must be. Yes, in business honesty is not only the best policy, but it is the *only* policy that a smart businessman can follow.

13. *Reputation.*—Many people are of the opinion that their reputations can make no possible difference in their chances for success and happiness in their vocation, particularly since an unfavorable reputation is too often based upon hearsay or deliberate gossip. This may be true to a certain extent; however, you must remember that you are a member of a community that has certain standards and ideals, and if you do not conform to the accepted behavior of the times and the community, you invariably suffer. Therefore, the wise thing to do is to adapt yourself to the circumstances and to comply with the morals and customs of the community in order not to win the disfavor or ill will that will otherwise fall upon you.

People are too likely to permit an unfavorable fact or rumor regarding one's behavior or character to color their entire evaluation of the individual, from both a social and a professional point of view. It makes no difference, so far as the effect of an unfavorable reputation is concerned,

whether it is true or not. If your reputation is unfavorable, *you* are undesirable in the minds of the people who are aware of it. There is this redeeming factor, however: If your reputation is false, you will still have your own self-respect, and your ambition to forge ahead and succeed will be unimpaired despite the fact that your progress will be made more difficult in the face of this false reputation. For the sake of your personal happiness and in order to eliminate as many obstacles to success as possible, guard your reputation jealously!

14. *Sincerity.*—You do not need to be a psychologist nor to have some sixth sense in order to determine whether or not another person is sincere. Insincerity simply cannot be covered up. If you are sincere in what you say and do, you will be convincing; if you are not sincere, the odds are against your being able to persuade anyone to your way of thinking.

If you want other people to like you, respect you, and believe in you, be your best, but your genuine, self. Avoid making the mistake that thousands of people do every day—that of trying to make others think of you as being something you are not—as being wealthier, more capable, more sophisticated, more experienced, or more popular than you are. The average intelligent individual cannot be fooled for very long, and when he learns to know you (if, indeed, he did not see through your false front from the very beginning) he will have nothing but contempt for your not having the honor nor the pride nor the self-respect to be yourself. This does not mean, on the other hand, that you should not "put your best foot forward." The point I am trying to make is that by conscious, alert, and persistent practice and attention you can make your "best foot" become your real self.

This is not so contradictory as it may at first seem. Think it over.

15. *Tact.*—If you can deal with others without giving offense, if you are able to persuade others to give enthusiastic support to your plans, or if you can prevent others from doing the thing they had planned to do without winning their resentment—if you can do any one of these to a reasonable degree, you are indeed tactful! These achievements are not impossible. To be able to accomplish them in a majority of cases, however, you need a thorough knowledge of human nature and a sincerely sympathetic understanding of the motives, the interests, the attitudes, and the prejudices of the people with whom you are dealing.

Perhaps no human being is completely tactful. We are far too prone to trample roughshod over the feelings of others, carrying forward our own wishes and desires regardless of others who might be affected. Remember always to consider the effect of your remarks and actions from the other fellow's point of view; if you do this, you will not be likely to offend for lack of tact.

PROBLEMS

1. Analyze a successful businessman of your acquaintance on the basis of the personal assets listed in this chapter. Outline your findings and report to the class.

2. List the personal assets discussed in this chapter and rate yourself by using the scale 1, 2, 3, 4, 5. Five points represent the maximum rating for each asset, "whereas the figure 1 is the minimum. An average rating would be indicated by the figure 3, somewhat above the average by 4, and a little below the average by the figure 2. Repeat this rating from time to time.

3. Make five copies of the list of personal assets covered in this chapter and instruct five friends of yours, whose opinions you respect,

to grade you just as you did for yourself in problem 2. Summarize the reports of these five persons and compare them with your own ratings. Are you surprised at other people's opinions of you? What can you do to overcome their erroneous impressions and your actual shortcomings?

4. Select one or more of the personal assets discussed in this chapter and tell the class what this trait has done for you or for one of your acquaintances.

5. Call on some successful business or professional man whom you know and ask him to mention the traits that he considers essential for success in his vocation. Report on your interview.

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CHAPTER IV

CHAPTERI V K N 0 WYOURSELI

16. *Sociability.*—It is quite true that young people do not need, as a rule, to be cautioned about being more sociable; too often they overemphasize the importance of sociability to the complete defeat of every other legitimate enterprise. Occasionally, however, one sees a young person who is so engrossed in his work that he completely forgets about assuming any social responsibility whatsoever. This is just as undesirable as the opposite extreme would be. Here, as in almost every other circumstance in life, one should practice moderation. Naturally, your particular vocation will determine the importance of social skill to you. It is likely to be more important for an insurance agent or a lawyer or a doctor to be skillful socially than it is for a man in charge of a retail-merchandising business.

However, every business or professional person should join at least one local organization, or club, such as the commercial club of his city, or a Lions, Rotary, Kiwanis, or other service club. In this way he meets other members of his own vocation as well as representative members of other vocations; he becomes familiar with the needs and interests of his community; he feels a certain sense of responsibility for the success of community activities; and he can then take just pride in being a valuable member of his society. Finally—and from a personal point of view this is perhaps one of the most important reasons for join-

ing an organization—he is given an opportunity to make friendships that may last over a lifetime and be a major source of real joy in living.

A discussion of tha asset of sociability would not be complete without a consideration of manners and mannerisms. I do not intend here to go into the details of what constitutes good manners, but we should all be aware of the fact that our associates and acquaintances use our manners as a sort of criterion for estimating our intelligence, our social status, our economic status, our capabilities, and our general character. Therefore, be sure that you know what should be done in every business or social situation. Any book on etiquette can give you this information.

Mannerisms, as you know, are peculiar patterns of actions and speech that have become habitual to the individual. You doubtless know persons who have the habit of interrupting their speech with such expressions as "see what I mean?" "and so on and so forth," "as a matter of fact," "I might say," or "not that I care, but." These trite expressions are mannerisms of speech. Even more noticeable are mannerisms of actions. Playing with a watch chain or ring while talking, drumming on a table or chair with the fingers, incessantly adjusting various articles of clothing, rubbing the face or scratching the head while thinking, drawing the face into unusual scowls or pouts, all are habits of this type.

Under the term *sociability* we should also discuss one's attitude toward oneself and others in any particular situation. For instance, are you inclined to wonder why other people do not pay more attention to you? Why so-and-so doesn't talk to you more often or doesn't come to visit with you? If you do, you should be reminded that these

thoughts suggest unhealthy selfishness and an extremely self-centered attitude. If you harbor such thoughts, you will tend to remain aloof, unfriendly, and peevish, thereby fitting perfectly into the role of a wallflower. While you are wondering why others do not pay more attention to you or do not seek your company, they will wonder why you are so aloof, so exclusive, so snobbish, so unwilling to participate in their activities. They will be thinking about you what you were thinking about them.

So, forget yourself; talk with others about the things in which they are interested and take part in their activities with all the enthusiasm and sincerity you can command. You will then be welcomed by all.

17. *Thoroughness.*—Too many of us are guilty of thinking only superficially in connection with our vocational or other problems. This habit of merely scratching the surface of our various activities is the cause of most errors and failures. There is no mystery about accurate judgment, complete understanding, expert skill, nor general efficiency; they are the rewards of thoroughness. Insist on knowing your subject thoroughly and understanding every phase of your problems. This is the only way to insure success in your ventures.

18. *Memory.*—Without a well-developed memory, we should have no knowledge, no judgment, no skills, and no capabilities. We are completely dependent upon memory for all of our activities in life. However, most of us seem able to store away facts of a certain nature, and yet are quite inefficient in retaining others. For instance, many people will tell you that they never forget a face but usually do not remember a person's name. Whenever this is true, it is doubtless due to the fact that the forgetful one studied the other person's face—probably admired his

eyes, noticed the way in which he moved his lips when talking, wondered about the wave in his hair, and generally concentrated upon his appearance; in this way an image of the new face was impressed upon the observer's mind. No wonder he remembers the face! If he had spent that much energy in learning the stranger's name, he would not have been compelled to confess his inability to remember names.

The ability to remember names is of great importance to the business or professional man. In order to improve your memory of names, you might try following the method used by Napoleon III, which was about as follows: First, make sure that you hear the name clearly when you are being introduced. If you are not sure of it or if the name is rather unusual, ask the stranger to repeat it, spelling it out if necessary. He will rarely object to doing this; in fact, most people are somewhat flattered at another's interest in their names. Second, use the name several times while talking to the stranger, and every time you use it listen to its sound and apply it to the individual in your thinking. Third, in order to clinch a name in your mind, write it down at your first opportunity, look at it, speak it several times to yourself, and try to associate it with something about the individual or with some other familiar object. You should now be able to remember the name as well as the face. This, in effect, is following the advice given in the old adage "If there is something you would know, *think* about that thing."

Many people have asked what is the best way of memorizing a long selection, such as a long poem or declamatory selection. Psychologists agree fairly well that the answer to this question is essentially: Read the selection all the way through several times, but do not continue

to concentrate on this reading for more than 30 minutes at a time. Let a considerable amount of time elapse between these periods of reading. Just how much time to allow between readings would, of course, depend upon the length of the selection and upon the time allowed for learning. If there is sufficient time, one might spend a half hour in the morning and another half hour in the evening in reading, always being certain to concentrate on the thought and to fix the images in mind. When the reader becomes thoroughly familiar with the selection in this way, he should then concentrate on one small portion of it at a time, learning it thoroughly before going on to the next part. When these various stanzas, or paragraphs, have been memorized, the last problem is that of learning their order, relationship, and importance in the selection.

In connection with memorization, this caution should be observed: Do not memorize a "pattern of expression" along with the words; that is, do not allow your recitation to fall into any definite rhythm or beat that is repeated with the same pitch, inflection, and emphasis throughout the selection. Try to give it as though the words you have memorized were your own, and you are saying them for the first time. In order to do this, you must concentrate on the thought and be concerned about putting the meaning across to your listeners.

Finally, we should be reminded of what we might call the *principles of memory.* First we must receive a vivid or strong *impression,* which we can only secure by concentration or by giving undivided attention to the thing to be memorized. The second principle is that of *repetition.* Once we have received our impression, we must repeat it; the number of times would depend upon the unfamiliarity, length, etc., of the item to be memorized. Next, we might

practice *exaggeration,* which is, in a sense, placing undue importance upon the object of memorization, or we might prefer to think of it as a degree of "overmemorization." The final principle, and a very useful one, is that of *association.* Try to associate the new, or the desired, knowledge with something that is already familiar and firmly placed in your mind. Look for likenesses, contrasts, opposites, or totally unrelated items that are suggested to you while you are giving the new item consideration. Faithful application and practice of the principles of memorization will greatly increase your worth and efficiency regardless of the nature of your vocation.

19. *Reasoning.*—One's powers of reasoning and judgment depend upon his general intelligence, his specific knowledge, his ability to analyze and evaluate, and his experience in the particular field. Be sure that you acquire the habit of analyzing every situation to the extent that you know the relationship and importance of every detail, as well as the effect and general application of the whole. This theory applies as well in the field of dealing with concrete items and specific goods as it does in the general field of situation, thought, and condition. Know every detail and use of your product, and you will be able to reason your customer out of most of his objections and into his acceptance of your convictions.

20. *System.*—Much time and energy can be saved during the working day if one spends a few moments in planning and organizing the execution of his task. No business of any size can long exist without employing system and orderliness in all of its departments and activities. Neither should an individual attempt to accomplish even the most minor task without employing a practical degree of system and efficiency.

This trait is exceedingly important in promoting a person's success in any endeavor; yet many people never acquire the habit of being orderly. They go through life making a disconnected thrust here, an isolated attempt there, and a minor accomplishment somewhere else, never coordinating nor unifying this expenditure of time and energy, never picking up the loose ends and weaving them into a definite, finished product. These same people are the ones who keep losing money, tickets, books, items of clothing, or anything else that is loose. They are the ones who leave doors open, desks disarranged, equipment out of place, and locks unturned. They never quite clamp the lid on anything!

Resolve now to acquire the habit of employing system, orderliness, and efficiency in everything you do. You will find that it is not so difficult a thing to master as you may have imagined, and you will experience a new joy in living as a result of your changed environment.

21. *Loyalty.*—All normal human beings have experienced a sense of loyalty. In fact we are constantly loyal to some cause, conviction, tradition, organization, or person. You are going to be expected to remain loyal to many things, but you will, on the other hand, be constantly tempted to change, or transfer, your loyalties to other people, organizations, convictions, places, etc. Every business employee or professional apprentice must be aware of the reflection upon himself as a result of his changing or maintaining his various allegiances. In other words, he must in this connection use judgment and discretion based on knowledge of conditions and circumstances in his environment.

To be specific, you should not hesitate to change your loyalties to new methods or machines of proved worth.

You should not hesitate to accept the decisions or interpretations of experts in fields with which you are not familiar, even though these interpretations may conflict with your previous opinions. You should not refuse to see and appraise the merits of a new or competing product, even though it may be your job to promote and sell another. Naturally, if the new product is so superior to the one which you are selling that you have lost confidence in your own company or article, you will not be loyal to yourself nor to your present company if you try to continue halfheartedly. You should under such circumstances change your connections and sell the new product. You must not be so bound by old customs and traditions that you fail to keep step with the trend of the times. On the other hand, it might be well to consider here the wisdom expressed in the first part of this adage, "Be not the first by whom the new is tried, nor yet the last to lay the old aside."

Loyalty to one's employer, superiors, fellow workers, cause, and self is, naturally, expected of everyone. If you err in the direction of committing a breach of faith in this respect, that breach will reflect unfavorably upon you. Yet, if you cannot, for instance, be loyal to the commands of your employer and still maintain your own self-respect, still be loyal to your convictions and your desirable traits of character, then you may be compelled to practice a certain amount of reservation until such time as you can make a satisfactory adjustment. Under these conditions you should change your employer, or employment, or environment. Whatever you do, never compromise with your ideals, convictions, or traits of character, granting, of course, that they are desirable. Such compromise will

lead to a frustrated, weakened, disorganized, and generally ineffectual personality.

22. *Punctuality.*—The world of affairs runs according to the time clock, and nothing you may wish to do or say about it will alter that fact in the least—unless you have reached a position of superior authority in your organization. In order to reach such a position, however, you must not only be punctual in starting your task, but you must remain on the job and be alert to the requirements of your job every moment of the working day and on into much of your leisure time. I need not tell you how important punctuality and attention to business are. You doubtless know a number of people in your own town who have lost their jobs because of tardiness and absence. No matter where you are, nor what you are doing, insist on acquiring the habit of being punctual, whether it applies to getting to work on time, getting things started, getting things finished, or preparing yourself for the next job.

23. *Ambition.*—Lack of ambition may in rare cases be due to an underactive thyroid gland, but it is more commonly due to lack of purpose or objective, an indulgent attitude toward one's self, and a weak will. Most human beings are inclined to be lazy. We must keep prodding ourselves onward incessantly, spending no time thinking of reasons for not doing the task that should be done and making no allowances nor excuses for our failures. Let us place the blame for lack of accomplishment where it belongs—on ourselves!

But, you say, I wasn't feeling well, or I didn't have this, or so-and-so didn't do that. Well, we may ask, why, then, did you make this attempt at such an inopportune time? Why didn't you make sure that everything was in order

and readiness before you began? Why weren't you feeling well? Was it because of undesirable indulgences, unwise behavior, or general carelessness? If you failed to take these factors into consideration, aren't you still to blame? Of course, you are; and the sooner you come to realize that you, alone, stand in the way of accomplishment, the sooner you will be on the road to success in your ventures. Select your objective, aim at your first accomplishment, and drive ahead with all the force and energy you possess, accepting nothing but success as a reward—and success it will be!

Too many of us are doubtless guilty of wishing for things that we do not have—sometimes to the extent that it makes us blue and depressed—but we go right on committing the error of doing nothing about it. It is desirable to know what we want, and it may even be helpful to do a bit of daydreaming about how things might be if we did have this or that, but don't stop there! Don't get your enjoyment out of the daydream alone! Start exercising your initiative; do some thinking; lay your plans; and, above all, carry them out without expecting someone to tell you when to make the next move or how to get out of the difficulty you may encounter. Only in this way can you eventually be the possessor of the objects that you visualize in your daydreams.

24. *Courage.*—When you have selected your objective, made certain of your capacities, assured yourself of abiding ambition, and convinced yourself that you have the other particular requirements for success in your enterprise, you are ready to go ahead—if you have the courage. Courage is to the individual what the self-starter is to the automobile; it gets you going. That is, it enables you to take the first step. Many people have a definite idea of what they

want to do, and they perhaps know how it should be done, will admit that it would be a wise thing for them to do, but —and then they may go on to give you a dozen reasons why they cannot do it just now. This is simply their way of covering up the fact that they do not have the courage of their convictions.

Naturally, both courage and ambition are largely dependent upon good health; so, if you find yourself lacking in either of these qualities, check your physical condition first. Then, as we mentioned in Chap. II, insist on banishing all your unfounded fears, which act as balls and chains to your progress.

When you are faced with a particularly difficult, embarrassing, or unfamiliar situation and you feel your courage failing you, it may help you to know that actions and feelings are closely related. If you *act* as if you were courageous, you will actually/ff/ much more so. In fact, you will be able to meet the situation or overcome the difficulty with no more assistance than that. Even so courageous a man as Theodore Roosevelt used that very formula many times.

Before leaving our discussion of the asset of courage, we should consider another sphere of its application. Are you courageous in your attitude toward fashions? practices? habits? Far too many people become virtual slaves to the current whims of fashion or to some undesirable practice in which their so-called "friends" indulge. The explanation seems to be that these timid souls simply do not dare to be different from the general crowd, regardless of the consequences to themselves.

Dare to be different! Have enough individuality, common sense, and character to be able to live up to your convictions regardless of what others about you are doing.

You must *not* allow anyone else to influence your practices, attitudes, or habits to such an extent that you become hopelessly enmeshed in trivial activities and worries to the complete defeat of your life's plan. Do not become so interested in some unproductive pastime, such as card playing, that your leisure time is taken up in this way. Have the courage to say no; you have more valuable use for much of this leisure if you are to succeed. Remember this, too: When you have reached your goal, when you have made a success out of your venture, you will be richly rewarded for denying yourself some of the trivial pleasures and pastimes of the present.

25. *Self-confidence.*—You must convince yourself, if you don't already have this attitude, that you have every right to feel self-confident. No appreciable accomplishment is possible without such an attitude, and yet many people seem to think that this conviction is a blight on personality. Such people apparently think of self-confidence as a form of conceit or snobbishness, which is certainly not true. Naturally, conceit and snobbishness have no place in the business or professional man's make-up, but if you do not believe in your ability to perform a task, you will not, in most cases, even make an attempt at it. And if you do make a start while lacking confidence, you will carry on only halfheartedly and perhaps never bring your activity to a decisive conclusion.

You can acquire the asset of self-confidence by practicing some skill until you become thoroughly proficient in its performance. It does not matter a great deal what kind of skill you acquire, but insist on being able to do something well. It may be that you can acquire a certain amount of poise and self-confidence from being a good golfer or tennis player or swimmer or cook or public

speaker or mathematician or musician or—name your own skill, but be sure that you can do it well!

Being skillful in at least one field will give you a justifiable degree of pride in your personal worth, not a pride to be paraded nor brought to other people's attention, but to act as a bolstering quality that will enable you to feel equal with the other individuals in your group. In other words, this aptitude will tend to diminish or completely overcome the feeling of inferiority commonly experienced by a person lacking self-confidence.

26. *Graciousness.*—Unless a person has a sincere desire to treat others in a just, considerate, sympathetic, and friendly manner, he cannot be said to be truly gracious. He may be reasonably polite—that is, he may observe the usual social amenities—without being gracious or even courteous in the real sense of the word. His behavior should spring from a well-established desire to be of service to his fellow men. We should remember that while we are spending our 8 or more hours per day in the office, or other place of business, we are constantly leaving an impression on the people with whom we come in contact, an impression that is likely to be their sole basis for forming an estimate of us as individuals; and since most of us make more acquaintances in a business capacity than we do in any other, we become known by our business attitudes and behavior. In other words, your business activity, your individuality, and your daily living are all wrapped up together. So, why not consider the business day as a vital part of your life and at all times act the part of the gracious individual you are or hope to become?

Other qualities that are associated with and support the trait of graciousness are kindness and patience. Generally speaking, these qualities cannot be overworked, as every

human being feels the need for escaping from his load of trouble and worry; therefore, he will be quick to respond to such favorable treatment, and you will have won a friend, a customer, or a client.

27. *Perseverance.*—Are you inclined to begin a task and to grow tired of it before you have it finished? Or do you ever find yourself trying to justify your discontinuance of an undertaking? Some people will insist that they invariably persevere in every enterprise that is worth completing, but, they say, one often finds that he has changed his mind or that the successful conclusion of the task is not so important after all or that something, or someone, prevented him from reaching a conclusion.

Don't fool yourself. If you are frank in the matter, you will admit that in most cases you simply did not have the fortitude to stick to the job and see it through. I am not trying to condemn you for this weakness, but I do want to impress one fact upon you. Unless you acquire the habit of attempting only such tasks as are worth while and then insisting on carrying them through to a successful conclusion regardless of the unforeseen difficulties, you will be far too likely to give up without making a serious and determined attempt at anything—yes, even at solving the problems that may mean the difference between success and failure in your lifework!

If you have succeeded in maintaining your interest in this book up to this point, you have demonstrated to yourself that you have sufficient command over the numerous current demands and attractions to be able to put them aside in favor of something that you consider to be of greater importance—your will to improve and succeed. In a measure, then, you have already begun to realize your objective. Resolve to master this theory as well as every

other problem that may loom as an obstacle to your progress. You will then be able to change your wishes into realities. It *can* be done!

28. *Faith.*—In order to be successful, one must have faith in a number of things. First, one must have faith in himself—in his ability to accomplish his task, in his ability to express himself, in his ability to get along with others, etc. This personal faith is gradually built up as a result of one's having many successful experiences in these fields over a period of time.

Lacking faith in one's ability is the pitfall of many otherwise capable people. When they begin to meet problems and difficulties, they seem to develop an attitude of doubt; and when this occurs, the mind, almost subconsciously, begins to look for a means of escape, for an excuse for failure. Then they soon find that they have lost their interest, their enthusiasm, and their zest for accomplishment; the result can only be failure. Be certain, then, that you continue to *believe* in your ability to accomplish. When you begin to doubt, you are inviting disaster.

If you have ever been told that you were "just dumb" or "ignorant," remember this: no intelligent person would be presumptuous enough to attempt to judge you with authority and finality in this connection. So, if any such statement has been made to you, put it out of your mind; refuse to believe or accept it. Remember that Thomas Edison's teachers told him that he was dumb and that he never would amount to anything. He, however, did not allow their opinions to affect him. Edison is only one example out of many that could be cited, illustrating the fallacy of attempting to judge a young person's powers of attainment from the manner in which he performs some early task.

There is another case that fits this point so completely that I should like to call your attention to it at this time. When Enrico Caruso started taking voice lessons, his teacher told him to forget about trying to sing, as he would never make a soloist anyhow. Caruso went right on working, convinced that he would attain his ambition, and the world knows the result.

One must also have an abiding faith in the value of his objective. Without this faith he could not continue to plan, strive, and accomplish in order to advance toward his goal. Third, one must have faith in his fellow men. Without this faith one would be unwilling to trust anything to anyone else, and that would make one's progress slow and difficult indeed.

We must assume that the average person is honest and can be relied upon in most cases to do the just and honorable thing. In fact, the average individual likes to think of himself as being fair, broad-minded, honorable, and magnanimous; so he will be quick to respond to our giving him this credit by placing our faith in him. But, as nothing works with all people at all times, here, again, you must use your judgment.

29. *Adaptation.*—Skill in adaptation is important if you are going to be able to make yourself agreeable to your various friends, clients, or customers at different times and places. You must be able to get in step, not only with the various moods and attitudes of one person, but with many different people. You must be willing to think in terms of the other person's interests, needs, difficulties, ambitions, accomplishments, discouragements, and general experiences. This will require keenness of observation, judgment, broad-mindedness, sympathy, and a great deal of physical and nervous energy.

Some people seem willing to adapt themselves to those who have wealth or social or political position but are often unwilling to make the same concessions to the majority of people with whom they come in contact. A business or professional man must, however, attempt to adopt the same attitude toward all his clients or customers if he is to continue in business.

In order to be able to adapt yourself effectively, you must be thoroughly alive and active, both mentally and physically; this is another reason for stressing the importance of perfect health. The asset of adaptation is well summed up in the quotation "When in Rome do as the Romans do."

30. *Thrift.*—Whether you are old or young, rich or poor, you have just 24 hours to spend every day. What do you do with your time? How much of it do you invest in the future? How effectively do you employ it in the present? If you are employed at the present time, you doubtless spend between 6 and 8 hours on the job. Let us assume that you spend 8 hours at your regular work. Adding another hour for each of three meals per day, plus the time required for your dressing and toilet, you have a total of 11 hours. Next allow 8 hours for sleep and another generous period of 2 hours for various interruptions, relaxation, recreation—all of which gives you a total of 21 hours, leaving exactly 3 additional hours per day to be accounted for.

The question of how you spend those additional 3 hours should be a vital one to you. Three hours, remember, represent what is an entire forenoon to many people, the period between nine and twelve. Do you waste a solid forenoon every day, or do you set *at least* two of these periods off each week for self-improvement? If not, do

you realize that you are likely to remain in just about the same stage of usefulness for a few years, after which your ability will rapidly decline in value? This is not a very pleasant picture, I grant you, but you must face the truth. No person has ever gained anything by trying to run away from realities.

You should constantly be attempting to improve your skill in connection with your present employment as well as preparing for the next position in the line of advancement. Further, be certain to do something now to qualify for the position you eventually hope to fill. Your being given an opportunity to fill a responsible position will not come by accident. It will come only if you are prepared for it.

A more familiar application of the term *thrift* is to the field of finance. Do not make the error of thinking that you can build a secure foundation for success without acquiring the habit of saving money. Someone asked the great railroad builder James J. Hill if it were possible for a man to tell in advance whether or not he is likely to become a financial success. Mr. Hill replied, "Yes. The test is simple and infallible. Are you able to save money? If not, drop out. You will lose—you may think not—but you will lose as sure as fate, for the seed of success is not in you."

Are you able to resist the temptation to spend your money for some unnecessary trinket? Can you deny yourself some amusement in order to be able to buy a book or other supplies that will increase your knowledge and efficiency for your job? Can you refrain from the desire to "show off" by lavish spending when you have your wallet full of money—your last month's pay?

Do you put away, say, 15 to 25 per cent of your income as savings immediately after receiving your pay and then

insist on living on the remainder for the month? You should insist upon this! Do not get into the habit of simply planning to do some saving at some future time. Too often that time never arrives.

Andrew Carnegie gave this recipe for getting rich: "Save $1,000, then begin prudent investing." Notice the word *prudent.* By all means, do not fall for "get-rich-quick" schemes. The only one who profits from such plans is the "fly-by-night" salesman.

You may think that your income is too small to amount to any large figure even over a considerable period of time Well, let us see. If you earn only $75 per month, you will have handled a total of $9,000 in 10 years. If your monthly income is $100, you will have received $12,000 in 10 years; $150 per month amounts to $18,000 in that time; $250 per month comes to $30,000—a sizable amount in any circumstance. How much have you saved? Remember the adage which says, "It is not what you earn but what you save that makes you rich."

31. *Habits.*—Your habits can be either a great help or a great hindrance to you, depending upon their nature. It is definitely not an exaggeration to say that habits can make or break you. If you will glance back through our discussion of these various assets, you will notice that you have been advised again and again to get the *habit* of being cheerful or reasonable or systematic or punctual. At other times you have been told *not* to get the *habit* of performing your task in an undesirable manner or of being anything but your best self. Under the heading of *intelligence,* point 2, there are lists of desirable, as well as undesirable, mental habits, which deserve your careful study.

In addition to all the desirable habits that have been recommended to you and the destructive habits against

which you have been cautioned, I should like to list just four more that are especially harmful and undesirable—habits that would greatly hinder, if not completely block, your progress. Here they are: general carelessness or inefficiency, drinking, troublemaking, laziness. Guard against these as you would against the most venomous reptile. They are your mortal enemies!

32. *Imagination.*—This is the last asset that we shall consider in connection with our analysis of personality. Imagination is a very real quality in the salesman's make-up. He must be able to visualize the product in use in order to be able to paint a realistic word picture for the prospect, associating the product with the ease, comfort, economy, pride, pleasure, etc., that the prospect would derive from owning and using the article.

You do not need the kind of imagination that enables you to spin an interesting narrative out of thin air, but you must be able to visualize yourself in that position or condition or circumstance that is the goal of your objective. How else could you establish any definite conception of your purpose? Further, you must use your imagination to the extent of being able to visualize the desirability and effect of new ideas, changed plans, and varied methods. Imagination sets your ideal and acts as a measuring stick for evaluating the degree of desirability of every object, idea, circumstance, and task with which you are confronted. Exercise this valuable asset; build on it; and it will in turn assist in building you into your objective.

PROBLEMS

1. Analyze a successful professional man of your acquaintance on the basis of the personal assets listed in this chapter. Report on your analysis to the class.

2. List the personal assets discussed in this chapter and rate yourself just as you did in problem 2 at the end of Chap. III.

3. Repeat problem 3, Chap. Ill, using the personal assets discussed in this chapter.

4. Repeat problem 4, Chap. Ill, using the personal assets discussed in this chapter.

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PART II

TECHNIQUES IN DEALING WITH PEOPLE

CHAPTER V

RECOGNIZING HUMAN URGES

Urges—their nature and influence.—In order to understand why human beings behave as they do, we must understand their urges. Naturally, there are a few basic urges, cravings, or desires that are common to all mankind. These fundamental drives, which provide the motives for most of our activities, might be stated as follows:

1. The desire for physical comfort, or the wish to avoid hunger, thirst, pain, discomfort, failure, sorrow, death, etc., all of which might be called *organic,* or native, urges
2. The desire for attention, approval, sympathy, love, and a feeling of importance
3. The desire for pleasure and general happiness
4. The desire to protect and defend those close to one and, with the more cultured, to be of some service to one's fellow men. The urges mentioned under points 2, 3, and 4 might be classified under the general heading of *social* urges.

In the 1940 census are listed more than 30,000 different occupations, which gives us some idea of the number of ways in which man seeks to provide for his physical requirements of food, clothing, and shelter. Unfortunately, by far the majority of the people in any country spend practically all of their time as well as their physical and mental energy in providing these physical requirements of subsistence; therefore, they can never rise above a rather elementary level of culture, for they have neither time

nor energy to devote to the fields of science or art or literature or travel or government or even to gracious living!

Yet, even in these individuals we find that the social urges are constantly clamoring for attention and expression. They are fully as desirous of securing attention, approval, sympathy, and love as are the members of any other social level. The difference lies in the methods employed in gratifying these urges. The son of a subsistence-level family may get his feeling of importance from displaying his strength or courage or defiance of authority, whereas the son of the well-to-do gets the same personal gratification from displaying his new clothes or car or from talking about his travels and adventures.

The instinct for play will exert itself at all levels, the difference again being in the form of expression and not in the origin of the urge. The desire to protect and defend one's loved ones is equally universal, but the accompanying urge, or should we say the more advanced stage of this urge—that of being of some service to one's fellow men—is almost completely lacking in the group that we have designated as belonging to the *subsistence level.* The reason for this is easily understood when we realize that the individual in this level is constantly concerned about his own welfare. He responds to an elementary law of nature, sometimes called *self-preservation.*

It is correct, then, to say that all human activity is in the last analysis an attempt on the part of the individual to satisfy his various basic urges and permanent or transient desires. At times we find that some certain urge, or desire, receives so much attention and becomes so strong that every other desire or normal interest is crowded out of the individual's being. When this occurs, we say that the individual has an *obsession* for the thing desired. One

often hears such expressions as these, which illustrate the point: "she has an obsession for jewelry"; "he has an insane desire for wealth"; "his desire for fame approaches madness"; etc.

Naturally, a strong desire to accomplish a certain objective is essential to success in any human endeavor; but if one allows' an unreasonable or impossible obsession to dominate completely his mental and physical activity, he may become mentally unbalanced, if not completely insane. Common sense and moderation must prevail in this connection, as they must in every phase of living.

It is, of course, legitimate and desirable that we should differ somewhat in the strength and variety of our urges. This is what gives us our individuality. However, if our difference becomes too marked, it may develop into a personality blemish and a decided handicap.

Finally, we should remember in this connection that one's urges should always be satisfied in a manner that is approved by the general society of his time and place. If one attempts to defy the customs and practices advocated and followed by the majority of his contemporaries, he will inevitably suffer rebuffs, heartaches, abuse, loss of prestige, loss of influence, and loss of friends, all of which will tend to rob him of the objective that most human beings seek as the reward for proper living, namely, *happiness.*

These limits or barriers to social behavior that are imposed by the customs and practices of one's time and environment are just as real and effective as if they were actual walls of stone or steel; and the person who refuses to conform to the accepted standards of his generation should realize that he may batter at these walls until his hands become numb and he falls in a faint, figuratively speaking, but he cannot break them down nor change their

course one inch. He will simply exhaust himself in the attempt. So, it is wisdom to conform to a reasonable degree to the social conventions with which you find yourself surrounded.

A feeling of importance—hoiv acquired.—One of the most deeply rooted and persistent urges in human nature is the desire for a feeling of importance. Through 'the ages men have, because of this urge, been led to build a superb body or to spend their energies and become helpless invalids, to save their money or to squander it, to become scrupulously honest or deliberate liars, to achieve and conquer in a heroic manner or to explain cynically and project their failures, to keep a model home or to desert it—yes, even to cheat, embezzle, steal, murder, and go insane—all because of the way in which they sought to satisfy their yearning for a feeling of importance!

This desire is what causes your neighbor to buy a car much too large and expensive for his means. It drives the working girl to want an expensive fur coat, which would give her a means of escaping from the feeling of inferiority that is caused by her menial position. It impels the wealthy man of your city to employ a noted architect to plan a home much too large and elaborate for his actual needs. It induces the affluent dowager to support the opera or to endow an educational institution. It induces the office underdog to exercise his temper and vent his stored-up grudge on his wife. It causes the adolescent who has difficulty in getting attention legitimately to drive his car at a reckless pace or perhaps to blow a musical horn incessantly. It accounts for the average person's desire to talk about himself and his general affairs.

A friend of mine told me a short time ago about a young woman of his acquaintance who got her feeling of impor-

tance from pretending that she was ill, thereby winning the sympathy and attention of her family. Doctors, however, insisted that there was nothing wrong with her and advised her to go about her living as usual. The girPs mother believed that the doctors did not know their business and continued to pamper her daughter beyond reason. The girl soon went to bed and stayed there for a period of years—in fact, until some time after her mother had passed away. Finally, when she did not succeed in getting sufficient attention and sympathy by staying in bed, she got up and soon resumed her duties about the home. She was a very plain individual who did not seem able to make any friends nor to win any attention in any other way, and so she apparently gave up every attempt to overcome her deficiencies and self-pity and tried to escape from the realities of the world by going to bed!

A sense of defeat such as the one just described can lead, and in many cases has led, to complete insanity. There are many cases in medical records of people who lived drab and menial lives—lives which they disliked intensely—and who were unable to see any means of improving their lot. They tried to escape from realities by imagining that they were some famous person, Napoleon or a princess, perhaps. Each time they engaged in such reverie, it became more and more difficult to face realities, until they finally went completely insane and promptly became Napoleon or Henry VIII or Queen Victoria. Such cases can be found in almost any asylum.

Since it is true, then, that this desire for a feeling of importance is so general and so deeply rooted, it follows that if we would get along well with other people, we must recognize the urges, motives, or desires from which they get their greatest enjoyment or which most effectively pro-

mote their ego and satisfy their self-esteem. For instance, many people desire recognition for their *ability* in some one or several lines. They may feel exceptionally capable in analyzing business trends, in playing the stock market, in judging human beings, or in solving social or business problems. They may desire attention for their ability to quote the laws of their state, to give the geographic locations of places, to recite the biographies of famous men, to recall the various dates of historic events, or to remember names and faces.

It makes no difference who the individuals nor what the urge may be; this much is certain: If we want to win their good will, their sympathy, their friendship—yes, even their affection—we must sincerely encourage them to talk about their abilities, ask them to express their opinions on these subjects, and to advise us in matters where we may be affected. I repeat—this should be done *sincerely*, because that is the only attitude which will "ring true." We human beings seem to have a sixth sense that enables us to "feel" insincerity.

Some readers may be thinking at this point that they could not be sincere in their listening to and appreciation of another's elaboration of his abilities. Well, perhaps not—at least not in all cases. However, we must remember that the reader of a book of this kind—a person who is eager to improve himself and his technique in dealing with others—is big enough and broad-minded enough to realize that it is possible to learn something from practically every other normal human being. Therefore, you are simply continuing your sincere quest for knowledge that will further increase your understanding of, and your power over, your environment. Your additional dividend, fortunately, will be the good will and support of this other

person, because you have flattered his ego by snowing him that you respect him for some kind of ability.

Some people desire recognition of their *skills.* These skills may run the entire gamut of human capabilities, and so your problem will be to recognize the particular skill for which your associate wishes to be praised. He may be proud of his skill in connection with his trade or vocation, with sports, with cards, with conversation, with driving his car, or with a number of other fields. When you have determined his favorite method of expressing himself, let him know, in a sincere manner, that you appreciate his skill.

There are, naturally, many other qualities for which human beings crave attention; some of the more common ones are the following:

Beauty.—Some women rely solely upon beauty and charm of manner or dress to win for them the attention and favor that they desire. That is why so many women are taken in by smooth flattery. In this respect we might learn a lesson from the Mdivani brothers—those titled young gentlemen from the Republic of Georgia—who came to America and married wealthy women. One of the women who came under their spell, none other than the sophisticated Pola Negri, said that the Mdivani charm for women was due to their skillful use of the art of flattery.

Wealth.—"Money is power," says the adage; that is doubtless true and accounts for the yearning that most human beings have for what they consider to be wealth. Many well-to-do people are, of course, more modest about their riches than a person of very ordinary means might be. Yet, others are forever concerned about bringing their financial resources to the attention of their associates. If the latter is true of your friends, you will do well to give

them the attention, the commendation, and the respect that they assume to be their due.

Accomplishments.—Many otherwise modest people are very solicitous of a reputation for accomplishment. They may be proud of their success in business, in the professions, in art, in invention, in discovery, or in literature, for instance, and will count you as a genuine friend and companion if you give them the credit they deserve.

Name.—A large percentage of the people you meet are proud of their name and feel offended if you do not use it, remember it, and pronounce it properly. They do not need to be members of the D.A.R. nor descendants of nobility to possess this feeling. Most individuals, remember, are unable to dissociate themselves from their ideas or their names, and so they consider a criticism of their opinions or an improper pronunciation of their name as a direct slight if not a deliberate offense against their ego. This is one reason why the business or professional man must be so eager to use and to remember the names of customers and clients.

Do you remember how when you were a boy you would enjoy scrawling your name on sheets of paper, in books, on walls, or on any other surface that proved convenient? You were not peculiar in this respect. All human beings love to see their names in various connections. Have you ever heard of a motion-picture or opera star who objected to having his name displayed brilliantly? Certainly not. We do know, however, what happens if a star's name is not placed at the top of the sign! Wealthy people are usually willing to donate money for something that will carry their names. It may be a window in a church, a book collection, a library, a football stadium, or an entire university—the principle is the same. One likes to think that his name will be remembered and revered for a long time to come.

Absorbing interests.—If the person whose attention and good will you seek has some absorbing interest, you can be certain that he enjoys receiving recognition for his knowledge, skill, or general capability in this field. He may be engrossed in a hobby. If so, he wants to tell the world about the joys that can be found in studying the patterns on the wings of insects, the best way to catch black bass in August, the correct way to mix the chemicals for a soilless garden, the importance of selection and breeding in producing intelligence in Scotch terriers, or why every man should know how to repair his own automobile. It makes no difference whether his chief interests lie in his hobby, in his family, in his business, in travel, or in sports; if you would win his favor, you must be sincerely interested in hearing him recite his experiences and encourage him to talk about or to demonstrate the various details of his interest. You, in the meantime, are learning to understand human nature, are being informed on a variety of human interests, and are getting practice in making yourself well liked, adaptable, and effective in your influence with other people; all these are characteristics of a desirable personality.

The promotion of another's feeling of importance.—Since a person's desire for a feeling of importance is so basic in human behavior, we should have a few definite "rules," or working principles, that we can keep in mind and apply. Naturally, nothing works equally well with all people at all times, but probably 90 per cent or more of all human beings will react in essentially the same manner to the same stimulus. Let us, therefore, observe the following:

1. Speak favorably of the other person's occupation. One of the first things you learn about an individual upon meeting him is what he does for a living. Here, then, is

your first chance to impress him favorably and to make a bid for his good will. If you display a genuine interest in the work he has to do (notice that I said a *genuine* interest—not undesirable inquisitiveness), and if you show that you recognize the merits of his occupation, he will feel that you are interested in him and that you are expressing your approval of his personal worth. This is true because most people see themselves and estimate their value in terms of their occupation.

2. Ask your associate for his opinions on pertinent topics or problems. Have you known very many human beings who did not enjoy expressing their opinions or giving advice on the subject of conversation? Of course not! They would not be quite human if they did not enjoy telling about their own experiences, plus the results achieved by their friends, or even about what they have heard or read somewhere. If you ask their opinion on the topic of discussion, they will feel that their presence, their opinions, their prestige, and their general personal worth are being recognized. They will enjoy the experience and will feel kindly toward you as a result.

3. Talk about things pertaining to the other person. Your associate is interested first, last, and all the time in his own affairs; so if you join him in discussing and analyzing his problems or chief interests, he will feel that you, too, are a part of his world, and he will weave you into the pattern of his thinking, which means that he will soon regard you as a sympathetic and desirable friend.

4. Reveal your knowledge of things associated with others. It is indeed flattering to learn that your friends are interested enough in you to inform themselves concerning some of the details of your environment. One must employ tact in this connection, however, in order not to seem

to be prying into another's personal affairs. Sincerity, good taste, and good judgment will be your safest allies here, as they are in so many other connections.

5. Show your desire to be of service to others. Your smile may be pleasant, your words may be correct, and your attitude may be friendly, but your associate may still not be convinced of your sincerity. However, if you show your willingness to help him in some material manner, your acceptance as a desirable friend is much more likely.

6. Occasionally request a favor that can easily be granted by the other person. This allows your friend to assume a superior position in your relationship, which will feed his self-esteem and warm his interest in you.

7. Join in the activities of others. If you simply "look on" or stay aloof from the activities in which other people are engaged, they may interpret your lack of participation as expressing disapproval of what they are doing. They may feel that you consider yourself superior to them and may develop feelings of resentment toward you.

8. Whenever possible, let the other person know that you consider his financial position desirable. Most human beings learn very early in life what money can do for them, and they are keenly desirous of giving the impression that they are well provided for. It is therefore flattering to them to be represented as having sufficient financial means. Here, again, avoid overdoing your compliment.

9. Credit the other person with having superior abilities in his line. Every individual likes to think of himself as being thoroughly capable, progressive, and successful in his own work. If you can do so honestly, let the other person know that you consider him the possessor of these desirable qualities, and he is likely to be convinced that you are also alert, capable, and intelligent.

10. Do not display your own natural egoism. Other people are eternally interested in promoting their own interests, but they will resent anyone else's attempting to do the same thing. You, again, must be above the level of the average individual; therefore, you will not fall for this human temptation while in their presence.

PROBLEMS

1. In the light of the basic urges discussed in this chapter, explain some behavior that you have observed.
2. Cite a case that may properly be termed an *obsession.*
3. What instances have you observed recently of an individual's being driven to perform certain acts in order to satisfy his desire for a feeling of importance?
4. Give at least one illustration to prove that many people crave attention for such qualities as the following: beauty, wealth, accomplishment, name, absorbing interest.
5. List the ten methods of promoting another person's feeling of importance and deliberately try them out on your friends and acquaintances. Report on your experiences.

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CHAPTER VI

AVOIDING CONFLICTS

Reforming others.—Every individual, be he saint or sinner, thinks of himself as being just about the type of person he wants to be. He sees no reason for changing his opinions on religion nor on politics nor on social questions. He is content with his understanding of his environment or his vocational requirements. He considers his attitudes and emotional reactions to be correct and normal. He believes himself to be generous, broad-minded, honorable, capable, and just. Above all, he keenly resents any implication that places him in an unfavorable light as an individual. How, then, do you think he would react to your attempt at improving, or reforming, him? Naturally, he would resent it and would eventually rebel at being "made over."

Have you ever heard some such comment as the following: "Mary married John so she could reform him"? Well, I hope she succeeds, but the odds are against her, because John does not think that he needs any improvement and will soon object to the experiment, unless—and here is the secret of the entire matter—in order to change or improve John's attitudes, habits, or activities Mary arouses new interests, new enthusiasms, and new desires. Be sure that the person sees the *need* for making a change or improvement as a result of his new interests; if he does, you will not have to worry about reforming him; he will do

that for himself. In other words, the only way to change anyone is to make him honestly want that change for himself.

How can this be done? Well, the methods are as varied as human abilities and activities. You must know the individual's worries, ambitions, likes, dislikes, shortcomings, and even his semisecret longings, perhaps, in order to do a highly satisfactory job of correction. The encouraging fact is that it can be done if you are sincere, sympathetic, and patient in applying your knowledge and planning your strategy. Never be guilty of such approaches as "Don't do that" or "You should know better than to—" or "Why don't you learn to do things the right way?" etc. These will merely annoy the individual and will not arouse his thinking processes nor his desire to cooperate. Remember that human beings are sensitive creatures who dislike being controlled, who resent being driven, and who retaliate defiantly to the use of force. Your safest and most effective equipment is sincerity, sympathy, helpfulness, love. These plus the use of your intelligence and common sense will open doors and passageways that might otherwise be barred to you forever.

Arguments.—At several different points so far in this book you have read essentially these same admonitions: Don't clash with your associate; don't stress the points at which you differ; don't tell another that he is wrong and try to prove it; don't cast unfavorable reflections upon another's person, property, vocation, nor friends, that is, unless you want to arouse his resentment, his opposition, his disloyalty—yes, even his hatred. Is this not just another way of saying "Don't argue"? It certainly is!

An argument arises when a person feels that something closely associated with him is being attacked. The

chances are that the object of attack is merely an opinion that he has held more or less arbitrarily and that may not have seemed of great importance prior to this time. Now, however, when it is being challenged, he immediately feels that this opinion is a part of him and that he would suffer in importance if he were compelled to alter it or to give it up. So, you see, it can fairly be said that a person gets into an argument when he feels it necessary to defend his deeply rooted desire for a feeling of importance. Consequently, now that you know what causes a person to argue, you must be tactful enough to avoid placing him in a position that reflects upon his ego. Be generous enough to give him credit for his good qualities and to show a genuine respect for him as an individual.

If you favor your opponent wherever possible, stress the points on which you agree, minimize your differences, emphasize the value of his ideas and suggestions, admit the possibility of your being wrong, and guard against any undue emotional disturbance, you will usually avoid an argument and keep the exchange of ideas on the milder level of a discussion, thereby retaining the other person's good will, respect, and cooperation. Remember that you cannot win an argument, because, even though you succeed in gaining the point over which you have differed, you have lost infinitely more: you have lost a friend, a customer, a client.

Consideration for sensitive feelings.—Are you easily injured by slights or rebuffs? Are you sensitive to criticism? Do you feel hurt when overlooked or ignored? I hope you can honestly answer "No" to all of these, because you will then be able to avoid many heartaches. However, it is not desirable to be exceptionally hard or thick-skinned in these matters, and you should be aware of the fact that

most people are probably even more sensitive to such injuries than you are. With this in mind, you will not be likely to commit the numerous blunders of which the unobserving and the unthinking are guilty every day. Far too many of us are so concerned about our own affairs that we ignore and bruise, or even crush and trample upon, the feelings of others, all of which reaps us a harvest of unfriendliness, contempt, and hatred—fruit that is not conducive to success and happiness in living.

In order to avoid offending these sensitive people, one must notice and determine their attitudes, wishes, and preferences even in trivial matters. One must be generous in giving credit for favorable acts or ideas. In an exchange of opinions, be careful not to seem to "rub it in" if it should develop that the other person is wrong. Many people are guilty of emphasizing their own petty triumphs to the utter disgust of their associates. They yield to the temptation to "crow" over their victories, a habit that is anything but tactful in dealing with others.

Granting of favors; refusal of requests.—Nearly every day, or perhaps several times a day, someone asks you to do him a favor. If the request is one with which you can comply, you have no difficulty. You will keep the other person's good will if you grant it promptly, courteously, and cheerfully. However, should you be unable to grant the request—and that may be the only legitimate procedure under many circumstances—you are then confronted with a delicate situation, that is, if you wish to retain this person's friendship.

The first requisite for successfully refusing a request is this: Be sincere in your attempt to aid in finding a solution, but if any action on your part is impossible, express your regret and give an honest explanation or reason for your

inability to act. Yet by all means, do *not* stop there! The second principle is the crucial one; it might be stated in this manner: When you have expressed your regret and given a brief reason for your inability to act, go on *immediately* to suggest another possible solution to your friend's difficulty. This will take his mind away from your refusal and get him thinking constructively about another way out. Thus, in place of feeling disappointed and of rankling over your unwillingness to assist him, he will feel that he has your cooperation in attaining his ends. It is observing just such details as these which spells the difference between being eminently tactful and just blundering on—offending here, injuring there, and losing friends all along the way.

As a simple illustration of this technique, suppose that you are a busy lawyer, much in demand as a speaker. The president of the business and professional women's club calls on you to request that you give a talk at the next meeting on the subject "What the Women's Club Can Do to Make This a Better City." (This is not an altogether impossible request.) Your first thought should be to thank her warmly for thinking of you and to say that you should enjoy talking to this club. Remember, however, that you are turning her down, so here you go on with your legitimate excuse if you have one; if not, state frankly that you are sorry, but you feel incompetent to talk on the subject. But, you suggest, Mr. So-and-so is the man to see about giving a talk of that kind, because—then give some genuine reasons for making your suggestion. Sincerity and sympathetic concern are elements that will assist you in a situation of this kind.

Talking and listening.—A common source of conflict in human relations is the desire to talk about yourself, your

affairs, your likes, your dislikes, your plans, your worries, your friends, and so on. This desire is perfectly human and natural; in fact, that is just the reason why you should allow—yes, encourage—the other person to talk about the things that concern him. He will enjoy it, as I have said before, and he will associate you with this pleasurable experience, which means that he will think of you as being an interesting person with whom to talk. Your listening must, however, be wholehearted. You cannot be completely relaxed and in a mental fog if you are going to encourage others to talk to you. The kind of listening that is effective requires a good deal of energy. You must follow every detail and encourage the speaker with your comments and reactions. This will also give you greater pleasure.

Agreement and approval.—In order to get your associates to agree with your ideas and proposals, you must be careful to begin by expressing your views in a manner that will guarantee your receiving affirmative responses. If your listener agrees with your views from the very moment that you begin to express them and if he commits himself to such agreement by expressing his approval or actually saying "Yes," the chances are that he can be led to accept your final viewpoint. Once a person has accepted a certain point of view and has actually made that fact known by a definite statement, every urge in his being will tend to compel him to "stand pat" on that commitment. That is why it never pays to begin your discussion with some positive, dogmatic, or unalterable statement with which your associate is certain to disagree. Under such circumstances a clash would be inevitable.

We have observed elsewhere that it never pays to tell another person that he is wrong, because his ego will not

allow him to admit it. If you find that you actually differ over some matter, try conceding the point, graciously admitting the fairness or your comprehension of his views and go on to some other phase of the problem that can be approached on a basis of mutual understanding. It is always well to show others that you thoroughly understand and sympathize with their point of view; then let them correct you on points that are not crucial to the final outcome of your discussion, and be eager to give credit and approval where they are due.

If your subject is controversial, or if you are attempting to educate your listeners, be certain to begin with familiar material, that is, material with which your listeners are thoroughly acquainted and already in agreement. The human mind tends to reject as undesirable that which is new and strange, but it wraps itself with relief around ideas that are recognized as old friends.

Arousing agreeable desires.—You have often had the experience of being with some other individual (or, perhaps, in a group) who wanted to engage in some activity in which you were not interested or to which you may have objected. Under such circumstances, what did you do? Did you bluntly voice your objection and refuse to cooperate? Did you criticize the other person's tastes or opinions? Did you become fretful and silent? Did you act the part of a martyr and enter halfheartedly into the activity?

It is not desirable to allow another person to have his own way to the extent of completely dominating your behavior and ignoring your preferences and enthusiasms. However, you must employ psychological principles of human control in order to win your objective and at the same time to retain the other person's good will. Do not

simply object or refuse to cooperate or criticize or become fretful. You must arouse another interest and desire in your companion—one with which you are in sympathy; yet, you must do it so subtly and tactfully that he is not aware of what you are doing.

Here, then, are some working principles: Seem interested and in agreement with the general idea proposed, ask whether you should do ttys or that, mentioning some of the related possibilities, and go on "thinking out loud" over some of the accompanying details, casually analyzing some of the *disadvantages* and asking the other person what he thinks about them. If he finds that he had not considered them, go on to ask, in effect, "or, should we rather—" and suggest what you consider to be an alternative or more desirable activity without implying that you are dictating the decision. Remember that you are still *asking* his opinion.

You will find if you execute this skillfully (as you can after some practice) that your suggestions will be readily received and adopted by your associate, to the satisfaction of all concerned. Oh, yes, there will be exceptions. Nothing works with all people at all times; yet, if you know the chief interests and "weaknesses" of your associate, you can clothe your ideas in a fashion that will please and convince him. Here again your sincerity, pleasantness, and enthusiasm will be invaluable aids.

If you find it necessary to encourage the development of a certain trait in your associate, let him know that you believe him to be in possession of this desirable trait and that you approve of the way in which he applies it. In other words, give him a reputation to live up to, and he will feel it his duty to behave accordingly. He may, and most likely does, possess this trait to some degree, and so

your giving him credit for possessing it will not come as a complete surprise to him, unless you overdo your emphasis or priase. You must guard against that error. You will remember, however, that most human beings think of themselves as being normal and desirable in every respect; this attitude will aid you in putting your strategy over.

Many people make the mistake of using the negative application of this theory. For instance, a schoolteacher trying to correct Johnny will be tempted to say, "Johnny, you are a bad boy." She has now given Johnny a reputation. She made this statement in the presence of all of Johnny's classmates; Johnny must act accordingly—and he will! He will do his utmost to continue occupying the limelight, because somehow this new reputation succeeds in satisfying his human desire for attention. If the teacher had been wise, she would have corrected Johnny by using some such statement as this: "Why, Johnny, I'm surprised and quite a little disappointed in you. This isn't at all like your usual behavior. You're usually so thoughtful and considerate of other people's rights and feelings. You must have had some very special reason for acting the way you did. Will you tell me about it?"

This technique would have given Johnny a reputation that is desirable; it would have given him "a way out" by assuming that he had a very special reason for his behavior, and the sympathetic treatment would have appealed to his better motives, thereby retaining his good will and cooperation. It makes no difference whether "Johnny" is twelve or four times twelve in age; this theory should be used whenever applicable.

Suggestions versus commands.—In order to avoid conflicts, it is well to remember that a person acts with enthu-

siasm when he feels that he is making his own decisions rather than acting at the dictation of someone else. Knowing this, one who is skillful in managing others will use *suggestion* rather than command, and he will be modest and reserved in stating his own views or opinions.

Benjamin Franklin, that tactful and influential statesman of colonial days and supremely artful master of men, decided early in life to refrain from contradicting others and to avoid making positive, or dogmatic, statements of his own. He went even further than that; he denied himself the use of such fixed and uncompromising words as "certainly" and "undoubtedly" and adopted in their place the more conciliatory expressions of "I conceive," "I apprehend," or "I imagine." Is there any wonder that people found it pleasant to agree with a man like that?

The following are some expressions that you will find applicable in conveying your ideas to others in the form of suggestions rather than commands:

1. "You have no doubt thought of—" Then go on making the suggestion that you hope the other person will accept. This approach is particularly effective, because you are giving him credit for having considered the matter, and even though he may not have given it a moment's time before, he will be induced to admit that he had thought about it, and you will be winning his agreement.

We should observe here that people are very careless about the manner in which they form their opinions, but once they have accepted a certain point of view they are exceedingly reluctant to change it. Therefore, it is always wise to suggest a reply or solution or activity in a manner which assumes that the other person has thought about it, or else frame it in the form of a question.

2. "Do you consider this plan desirable?" Now state the plan, employing whatever salesmanship you think necessary to convince your prospect of its desirability without seeming to tell him what he should think or do. Again you are flattering his ego by asking his opinion, and he feels that he is making the decision by himself despite the fact that you are putting the ideas into his mind.

3. "What do you think of this plan?"
4. "You have probably considered—"
5. "Would it be desirable to—"
6. "Would this seem advisable?"
7. "Is this suggestion practical?"

Behavior that annoys others.—We have all had the experience of being annoyed at some behavior or habit of another and have often been tempted to tell the individual what he should or should not do. But on second thought we have decided that we should rather not risk this person's good will by making such personal criticism and have allowed our association to become less frequent or have even dropped the person as a friend.

Has it ever occurred to you, however, that you may be practicing some behavior that is annoying or embarrassing to others? You don't think so? That is doubtless the opinion of the people about whom the following paragraphs were written. The following are practices that college students find annoying in their friends. Do you see yourself in any of them? If so, make the correction, in order to avoid driving others out of your social or business circle.

1. I have a friend who is very fond of singing. It makes no difference to her whether she is alone or on a crowded street; she will still sing. Loudly? Oh, yes, so that the

world may hear her lovely voice! I could be very fond of this friend, but her singing drives me nuts!

2. One of my best friends talks "baby talk" continually, and it seems to me that this annoys everyone who comes in contact with her. She also "pops" her gum so loudly that everyone around her is thoroughly embarrassed and annoyed by it.

3. An acquaintance of mine is, in my opinion, a fine recruit for the "I am" society. Every other sentence that this person uses begins with "I was," "I will," or, more often, "I am." For some reason, this trait annoys me very much. At times I go out of my way to avoid meeting him.

4. As a general rule, no one likes a liar. This statement, then, makes me an exception to the rule. While I may be doing my friend an injustice by using such a strong word as "liar," she most assuredly is the worst prevaricator that I have ever had the misfortune to like. It seems to me that telling exaggerated stories is merely an annoying habit of hers and that she "fibs" when the truth would serve her better. The thing that baffles me is that she always has a "comeback" for her lies, even when accused point-blank. It is apparent that her stories have been as well thought out as a speech. I can only hope that she may outgrow this habit, for it detracts greatly from an otherwise delightful personality. However, I have serious doubts that age will aid her in overcoming this drawback, for she just celebrated her eighteenth birthday and told everyone that she was nineteen!

5. The one thing that I dislike about my friend is that he is inclined to take advantage of me in respect to money matters. He tries to escape paying his share of the bill; yet he has the cash. I dislike seeing a person make himself a moocher.

6. Stubbornness is one of the most trying traits of my best friend. She is so stubborn that she will argue for hours about a simple, unimportant item.

7. My chum provokes me to tears sometimes. Invariably when we meet an acquaintance or are spending a few hours together she has some "catty" remark to make about every person mentioned. No, not in an outspoken way, but in an underhanded, sweet, subtle manner, like a beautiful purring cat that is ready to claw the friendly hand that strokes her. I know that she says the same little stinging things about me that she does about others.

8. The point I dislike about a friend of mine is this: ^^Whenever he takes a girl to a dance or party he just sits there and looks bored. He thinks it's silly the way some people "jitterbug" and "act up" on the dance floor. He's always asking why a person likes to come to a place like this. I think that he should like to dance once in a while. He always thinks he is too dignified to go to college dances; yet he's only a college student himself. He should try to join with the group and be one of them in order to make himself better liked.

9. An acquaintance of mine is very annoying from one standpoint. This one feature is his being bashful in the presence of my friends. It is very embarrassing to me, as most of my friends are very talkative and sociable. When he does say anything, he tells jokes that are very annoying.

10. A very close friend of mine is constantly telling me not to do this or not to do that, and I find it very annoying •—especially when we are among other people.

11. My friend has worn her hair in the same unbecoming way for several years. She has large ears, and her "hair do" emphasizes them. Her friends have suggested

a change, but she refuses to make it. This causes me to be sensitive about being seen with her.

12. A friend of mine annoys me because of her lack of enthusiasm. She is a regular "wet blanket." She thinks that she has nothing to be happy about. Every time I talk to her, she grumbles about nothing and bemoans the fact that she isn't having any fun out of life. I think that anyone who goes around feeling sorry for himself will be left out of all the fun.

13. A friend of mine has a very undesirable characteristic, that of nagging and whining. Every time I do something, or whenever our friends are around, she nags at us. She whines because we want to do something or go somewhere. She nags about our personal characteristics. I know that all my friends and I could hardly be so bad as to warrant being nagged at by her continually.

14. A good friend of mine has a very bad inferiority complex. Since her graduation from high school, two years ago, she hasn't tried to secure a position, to obtain more schooling, or to do anything worth while. The only excuse she offers is that she is too dumb and that it would only be a waste of time. In my opinion she should at least try to better herself and to be more confident of her ability to get ahead.

15. A friend of mine has a very annoying manner of eating. She doesn't seem to have time for conversation and is too intent on getting all she possibly can. She is always too eager to have things passed and doesn't wait until they are passed to others. She gives the impression of being gluttonous.

16. I have a friend who has a habit that is very annoying to me. About once every month he has a moody spell that will last for several days. During this time he will

hardly speak to anyone, and he acts as though he had a grudge against the whole world. In a few days he is again as friendly and talkative as usual.

17. A friend of mine is always telling about her love affairs, how "catty" her boss was today, or how fussy and finicking her patrons were. She just talks entirely too much about worries and troubles to suit me.

18. One of my friends continually irks me on one particular point. It is his manner of explaining things. His explanations run into great detail. He completely disregards the fact that the person to whom he is speaking also possesses a certain amount of knowledge.

19. An acquaintance of mine always annoys me because she is continually borrowing clothes. She has a neat wardrobe of her own, but she insists on having something different, even if borrowed, to satisfy her whims. When someone wants to borrow her clothes, she says, "Oh, I couldn't; it's the only one I have."

20. The trait I dislike in an acquaintance of mine is overconfidence. I sometimes think that this might be a form of conceit, because she thinks she has the ability to do just anything that she may fancy. In many cases she ignores her shortcomings and so fails in her attempts. She does not benefit by this experience but continues thinking that she is infallible.

21. A friend of mine is very thoughtless in some ways. If she is not ready to go somewhere at the appointed time, she asks me to wait for this and that excuse. But sometimes when she dashes over to my house to ask me to go out, she doesn't expect to wait for me a minute.

22. The one thing that I don't like about my girl friend is that she lets small unimportant items bother her too much. For instance, if she has a quarrel with her brother

or sister she invariably is angry all day at anyone with whom she comes in contact. It annoys me, because everyone has these difficulties but forgets them, so why can't she?

23. A trait that annoys me concerning my chum is that she tries to make others feel inferior. She doesn't care how she does it or how much she hurts them so long as she gets her feeling of superiority.

24. One of the things that annoys me is to have a friend feel sorry for herself and always bother me with her troubles. My friend voluntarily selected her present position, and if she has been unsuccessful in her work, she should choose something else or make the best of what she has chosen and not trouble others with her failures.

25. The one and only thing I dislike about a friend of mine is that she is everlastingly criticizing other people, some of them her best friends. Therefore, it makes me feel that she also criticizes me when I am not around. The main topic of her criticism is people's features, which they cannot be held accountable for.

26. Poor sportsmanship is the trait that I least admire in my friend. By poor sportsmanship I mean that she is never ready and willing to play the game with anyone's rules but her own. She is the sweetest person in the world as long as things are going the way she wants them to go, but the minute the odds are against her she wants to stop whatever she is doing. This attitude formerly was apparent only in games and unimportant activities; now she runs her life by her own rules. Poor sports have no place in the business world, because people are too busy to humor silly, vain creatures who are politely called "poor sports."

27. An acquaintance of mine has become very annoying of late. Because of his brilliance in certain lines, he feels

that people watch his every move. When he walks into a crowded room, he feels that everyone should stop whatever he is doing to watch or listen to him. If he does not get attention, he shouts loudly to some other friend and then looks around to see whether he is being watched. Although he is smart, he will never have many sincere friends if he continues this behavior.

28. A trait that I find very annoying in one of my friends is that of talking at length about a person in whom the others in the group have no interest. Nearly all her sentences contain a remark made by this other person, and this becomes very boring to her listeners.

29. An annoying trait of one of my friends is jealousy. When I do something of which she becomes jealous, she makes "catty" remarks to me and my other friends.

30. The worst behavior of my friend is "flying off the handle" at the smallest pretext. She cannot stand having anyone disagree with her. It often embarrasses me when we are in a group of people, because the only reason she does so is to "show off."

31. An action of a friend of mine that annoys me is that of indifference to remarks made by others. When she talks, she expects the attention of everyone, but when others talk she pays no attention to their remarks. She should at least be courteous enough to appear to be interested.

32. Exaggeration is the one habit that annoys me most. There is nothing more provoking than listening to a friend tell of an experience which is so exaggerated that it could not be true under any condition.

33. One of my friends arouses a sense of antagonism in me almost every time I see her, simply because she has a very rude way of asking questions about my personal af-

fairs and seems to expect me to answer all of her questions politely and truthfully.

34. A very good friend of mine annoys me greatly when we walk down the street together. It makes no difference which side I am on, she invariably crowds me as if she would like to push me off the sidewalk.

35. The only undesirable habit possessed by my best' friend is his continual use of sharp and biting sarcasm. Doubtless, he intends to injure no one; yet, I have often seen people flush with embarrassment and have been aware of the extreme feelings of inferiority and chagrin that they must feel when my friend lashes them with bitter sarcasm.

36. The thing that annoys me most about my friend is her poor English. She invariably uses such expressions as "yousė" and *"you* was/'

37. When a friend of mine is out in public, she chews gum very vigorously and makes a great deal of noise in the process. This is very annoying to anyone who may be with her.

38. I have a friend who has one characteristic that annoys me. She is always talking about the places she has been, the "boy friends" she has, etc. It makes me feel like a little ground hog that hasn't even been out of his own hole.

39. The most annoying behavior I put up with comes from the peroxided-platinum "bombshell" who lives next door. She will come dashing into my room, bubbling over with excitement about some trivial matter or some bit of gossip that she has picked up. I gather a few bits for the first 15 minutes, but after that I seem to get lost in a fog, and my friend rattles on. She never seems to let up; perhaps she doesn't know that she just naturally talks too much,

40. My friend is a very likable chap, although he has a trait that I dislike very much. He always seems to be in a hurry. In the morning he rushes me out of bed, and he pushes me around all day.

41. A girl whom I know has the peculiar habit of giggling all the time. No matter where I see her or what she says, she must giggle.

42. I have a friend who won't be outdone. If I happen to mention some good fortune that has come my way, she has to tell about numerous things that she has had the privilege of experiencing. It is very annoying, and it makes me feel as if she can't bear to see anyone else enjoy life.

43. My friend is one of the most beautiful persons I have ever seen. But there is one thing about her that annoys me. Her hair always looks just too perfect. She spends hours before a mirror putting every little hair in its place. She is too fastidious.

44. A friend of mine has the habit of tapping on the table with a pencil or with her fingers. This behavior makes me nervous and disturbs my concentration when I try to work.

45. My best friend's faults are few, but one is particularly annoying. In order to attract attention, she will speak loudly when she is in a crowd, thus making her friends feel conspicuous.

46. A trait that annoys me extremely in my chum's character is her habit of swearing. Some folks use a milder term and call it "cussing." The terms she uses are more or less substitutes for words that do not occur to her while she is speaking. To me it sounds terrible to hear a girl swear. With a little thought before speaking, this habit could be broken.

PROBLEMS

1. If you have ever tried to "reform," change, or improve someone, report on your methods and results. Should you lack this firsthand experience, report on some case that you have observed.

2. Select a small group and an occasion for making some positive, dogmatic statements with the intent of causing an argument. When the argument has become heated, try to bring the group back to harmonious terms. Report to the class what your statements were, why the group objected, how you restored harmony, etc. Be explicit and give details.

3. Plan to meet a person of your acquaintance who is known to be particularly sensitive to slights, inattention, or lack of regard for some trait or quality, real or imagined. Study the individual and list ten personality traits that seem to be well developed in this person. Report on your experience and findings.

4. Interview three business or professional men in order to get their opinions as to what particular traits they consider undesirable or offensive in other people. Ask such questions as these: (a) What would you say are outstanding characteristics of a person who impels you to oppose him or even to argue with him? *(b)* What are some of the outstanding characteristics of the type of person with whom you enjoy working? (c) What are some of the traits or characteristics that would cause you to eliminate a prospective employee from further consideration?

5. Make a list of the traits and attitudes that you consider essential for getting along with others without conflict. Be prepared to defend your choice in a class discussion.

6. Have you been annoyed by a friend because of his practicing one or more of the undesirable behaviors listed at the end of this chapter? Which ones? Make a list of additional acts or habits that you find annoyin,g.

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PART m

YOUR ENGLISH

CHAPTER VII

IMPORTANCE OF KNOWING YOUR MOTHER TONGUE

General considerations.—No matter who you are, where you are, or what your vocation or family background may be, you are constantly being judged according to the way in which you use your native tongue. There is no better clue to a man's intelligence, ambition, pride, and general effectiveness than his degree of mastery of his own language. You may meet a person whose physique and facial features appeal to you, who dresses well, and whose manners are above reproach; but if he cannot convey his ideas in smooth sentences and pronounce ordinary words accurately, or if he hesitates for lack of knowledge of an adequate vocabulary, you immediately lose all interest in him and classify him as a person who wears a false front and hides his real self behind a thin veneer of fashion.

On the other hand, if a person has an adequate vocabulary, can pronounce his words accurately, and can arrange these words to carry his thoughts effectively through grammatical sentences, he has an asset that is worth more to him than riches—worth more because it will gain for him the respect of those who know him and the power to influence his associates. It will give him a sense of *poise* in social or business situations and a feeling of self-confidence for achieving the goals he has set for himself.

Securing an effective command of language is the surest and quickest way of overcoming an inferiority complex. True, becoming a master of, or an expert in, some other line of endeavor will have the same effect on an individual; however, do you not agree that it is easier to become reasonably proficient in the use of the language than to win recognition in art, science, industry, etc.?

Scope of the problem.—Naturally, a skill so highly desirable as that of mastery of language cannot be acquired without a considerable amount of effort. In the early history of our country English was not taught in the schools, because it was thought that a child was born with an aptitude for learning his mother tongue and that he would learn it from his elders to the extent of being able to use it fluently and effectively. We have long since learned, however, that in order to be able to speak or write accurately and effectively one must spend years in training. Now, naturally, anyone who has gone through high school has spent several years in studying English, and so he has a fair foundation on which to build. It is deplorable that many people make no effort to improve their English after completing high school, and so in place of retaining what proficiency they might have attained there, they soon revert to a mediocre level of colloquialism.

Facts concerning English.—We are indeed fortunate to have been born and reared in an English-speaking country, because English is one of the most beautiful, complete, profound, and expressive languages in the world! It is so rich from the standpoint of vocabulary that no human being has ever learned more than a small fraction of the total number of words available. A modern unabridged dictionary lists about 400,000 words, but many of them are, naturally, obsolete, rare, or colloquial, and a large

number are purely scientific terms. Counting prefixes, suffixes, and foreign words, an unabridged dictionary carries about 600,000 *entries',* however, this is not to be confused with the number of *words.*

According to the late Dr. Frank H. Vizetelly, as reported by the Frederic J. Haskin Information Bureau, Washington, D.C., a person who does not read but who has a good degree of native mental ability will command about 3,000 words; if he does a good deal of varied reading, he may at least understand 5,000 words. The average person in the office and business groups knows from 8,000 to 10,000 words. A college graduate is familiar with about 20,000 words. No figures were given for the average high school graduate, but he would doubtless use between 5,000 and 8,000 words; some would easily reach the 10,000 level.

These figures are likely to be higher than others you have seen regarding this matter, but we must remember that the American people have advanced considerably during the past 10 or 15 years in their ability to use their language because of the influence of the radio and the talking picture, the advancement of popular science, and the emphasis on adult education.

A large number of words in a vocabulary will not necessarily guarantee effectiveness, however. One must also be certain that his words are current, exact, and appropriate to the subject, occasion, or listener. It is exceedingly bad taste to be everlastingly parading unusual words for ordinary, everyday ideas. If a common, well-known word fits your idea exactly, by all means use it! Then when exactness of meaning or the subject matter requires the use of an unusual word, its use will seem appropriate and will carry its full meaning. Remember that only a

fool will insist on flaunting unusual words with which to overawe his listeners.

The most practical way of acquiring an effective vocabulary is to make sure that you know the meaning of every word that you come across while reading. Get the habit of reading with a dictionary within your reach and, once you know the meaning, review the word in context and make an effort to fix it firmly in mind.

Masters of English.—It may be encouraging to know that John Milton used only about 8,000 different words in all his writings and that Shakespeare used only about 15,000 words. We must remember, of course, that the English language has grown enormously since their time. Woodrow Wilson bears the distinction of having used a larger vocabulary than any other English-speaking human being. He used nearly 60,000 different words in his writings!

Business executives, as a group, are noted for the number of words they understand and use. Many so-called "captains of industry" have been known to have a 20,000- to 30,000-word vocabulary, which is greatly superior to the average vocabulary of any other group, including college professors. Here, then, is another reason why the young person entering the business world must know his language; he will be working and associating with a group of people whose command of the language is the most advanced in the country—and that, incidentally, also means in the world.

As an example of this superiority of business executives in their command of the language, it may be interesting to examine an actual case. For the sake of this illustration, let us call the individual Mr. Jones. Mr. Jones dropped out of school after he completed the eighth

grade, thus ending his formal education. While a young man, he worked at several occupations, including herding sheep, but he was always alert in studying people with regard to what pleased or displeased them, and, in order to improve his own powers of expression, he read widely, as well as listened carefully, when others were speaking.

After saving some money, Mr. Jones opened a small store in a small town, prospered, and expanded until he finally controlled thirty stores plus a variety of other business enterprises. The phase of his make-up in which we are interested, however, is that, although he has a brilliant and capable daughter who was graduated from an excellent American university as a major in English, the daughter admits that her father frequently detects errors in her speech and corrects her.

Here, then, is a business executive, a man who had almost no formal education, who nevertheless has developed the habit of being so thorough, so accurate, and so complete about everything he does that he has learned English to the degree of being able to correct his college-graduate English-major daughter, who was considerably more capable than the average college student. That, of course, is the kind of man who will succeed in any endeavor.

Rewards.—Every science, or subject, has its own vocabulary. When you study law, you have a large number of new words to learn before you can completely grasp the significance of the theory. You have the same experience when you study physics or chemistry or geography. Did it ever occur to you at such times that you were simply studying English? That is exactly the case. English has no narrow, or specialized and limited, application. Its field is as broad as human imagination

and as general as human activity. No matter what vocation you intend to follow—whether your capabilities lie in the field of art or industry or science or literature—the degree of your success will be controlled primarily by your capacity for receiving and conveying ideas through our medium of expression, English.

If a person were in complete command of his language, and granting that he knew *what* to say and *when* to say it, he would be the leader of his group or country. To this statement we should add that he must also have an effective method of delivery; that is, he must be able to put his ideas over to his listeners in a way to maintain their interest and to secure their agreement and enthusiasm. For proof of this statement, just notice which politicians win the elections and which ones retain their positions. Such a survey is everyone's privilege in this day of radio campaigning. At least two of the dictators owe their positions to their ability to convey their ideas to the public through effective use of their language.

As a final argument in favor of knowing your language, I quote Dr. Charles W. Eliot, who made this statement after he had been president of Harvard for 35 years: "I recognize but one mental acquisition as a necessary part of the education of a lady or gentleman; namely, an accurate and refined use of the mother tongue."

PROBLEMS

1. Interview five business executives and five professional men and ask them their opinion as to what is the most effective means of enlarging one's vocabulary. Also, ask them whether or not they are critical of the English used by their employees, and why. Report to the class.

2. Ask five of your friends who are now out of school what they are doing to improve or maintain their command of their language. How

do their answers compare with their social and vocational status? Report.

3. Quote the authors of three modern books on freshman English, college level, concerning their opinions as to the most desirable methods of building an effective vocabulary.

4. Compile a list of modern authors whose works are worthy of attention and study them from the standpoint of their use and command of English.

5. Cite three articles on the subject of English that are appearing in current magazines. Report on at least one of them.

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CHAPTER VIII

ORAL ENGLISH—CONVERSATION

Principles.—Now that we have discussed the importance of knowing one's language, the reader may ask» "How does this affect me? What degree of ability must I possess? How do I acquire this ability?"

We all realize that the most important use to which any language can be put is in the field of conversation. It makes no difference whether we think in terms of business, professional, social, or personal conversation—we must be able to convey our ideas to our associates in a clear and effective manner; our chances for success in any field will depend directly upon our ability to induce others to accept our knowledge, our ideas, our ideals, and our attitudes. To be able to do this with a superior group will require a high degree of skill in the use of language.

The degree of ability that you should possess depends upon the social and economic group to which you belong. You must measure up to the standards of your associates and your environment. As you advance from one social, economic, or educational group to another, you will find that the standards of skill in the use of language have also advanced. Therefore, if a person hopes to make continued progress, he must resolve to increase his language skills during his entire period of growth.

How does one acquire this ability? We mentioned in the preceding chapter that the most practical method of acquiring an effective vocabulary, whether we think in terms of speaking or of writing, is through careful and extensive reading. Be certain that you *think while* you read, and that you *understand what* you read. Invest in a good dictionary, such as "Webster's Collegiate Dictionary," and *use* it every time you hear or see an unfamiliar word. You might begin on this book. If you do not already understand the full meaning of every word used, look it up, practice it, and make it your own. These are all common words that an individual in the business or professional world should know.

Be "all ears" when you have the opportunity to listen to a person who is skillful in the use of English. You need not travel far to hear such people today; simply turn on your radio and burn up a great deal of energy in attention and concentration! Do not be guilty of assuming the supercilious and foolish attitude of being bored at listening to a speech. Any intelligent person should be interested in hearing a capable speaker.

At this point we should also observe that one's skill in conversation depends a great deal upon his knowledge of human nature and his ability to get along agreeably with human beings. From this angle the readers of this book are well on their way to becoming good conversationalists, because this psychological theory has been thoroughly covered in preceding chapters.

Choosing the topic.—When you meet an individual for the first time, you are confronted with the question of what to talk about. If the person making the introduction knows his business, he will get the conversation started by making some comment concerning the visiting stranger

which will give you the information you need to get onto common ground. Immediately after making the introduction he may say, for instance, "Mr. Jones has spent the last 5 years in California and is now back to his old home town on vacation." You now have material for conversation; you might ask the stranger to tell you where he lives in California, and if you know the area or city the success of your conversation is assured.

If you are not fortunate enough to be introduced by a person who will give you information on which to base your conversation, the only thing you can do is to "feel" the stranger out to determine his interests. Once you have learned what he is interested in or concerned about, encourage him to talk by asking him leading questions. Naturally, your success in this direction will depend upon your knowledge of the field.

Many famous men who were noted for being good conversationalists, including Theodore Roosevelt, made a practice of learning everything they could about an individual before meeting him. This gave them a wealth of background on which to base their questions and comments and left the visitor feeling that they were exceptionally brilliant and interesting people. Here is a principle of conversation that is worth remembering: we are interested in people whose interests are the same as ours. These famous men, then, won favor by taking the trouble to learn of and to become interested in the interests of their visitors, a practice that is within the ability of everyone.

From our discussion so far, you have doubtless noticed that we have stressed the importance of acquiring the proper amount of *information* concerning the subject or individual. The possession of pertinent information and

the appropriate use of it are essential to success in conversation, whether one wishes to inform, to persuade, or simply to entertain his listeners.

When you are in a group of acquaintances, you may or may not have the privilege of choosing the topic of conversation. It may be determined for you by current events of a local, national, or international nature. It may be changed or directed by incidents of the moment or by certain individuals in the group, leaving you only the privilege of contributing your share of information or ideas—a privilege that you must be certain to exercise but not to abuse.

In case you do have the opportunity of making a choice of subject for conversation, be certain that you consider such factors as the interests of the others present, your own and others' knowledge of the subject, and its appropriateness for the occasion. Try to avoid subjects that are out of place at the moment or that are likely to annoy, irritate, or depress certain members of the group. For instance, one should avoid mentioning such subjects as death, gruesome details of accidents, suicide, vermin, or insanity at least while at the dinner table, and many people are sensitive concerning such subjects at any time.

It is also wise to avoid subjects of a highly controversial nature, such as religion, divorce, politics, or capital punishment, unless you know your group thoroughly. It might be said to be one's conversational duty tactfully to change the subject if the conversation takes a direction that is known to be embarrassing to someone present. After all, it never pays to use conversation intentionally to embarrass or injure another member of the group; the person who engages in this sort of practice has everything to lose and nothing to gain. He will lose the respect and

confidence of the others present, and he will be guilty of having committed a tactless offense against good breeding.

Tact.—A tactful person is one who is able to deal with others without giving offense. He is skillful in sensing and meeting the requirements of a situation; he is sympathetic to the needs, attitudes, and feelings of his associates.' Do you employ this trait in your conversation? Naturally, one may unintentionally offend others by his conversation; that is why he must be alert to the effect that he is producing on his listeners. This can be detected by watching the facial expressions, the bodily movements, and the "tone" as well as the meaning of the various replies and comments made by the members of the group.

The speaker's facial expressions and manner should not be overdone. Do not show resentment nor irritation if someone interrupts (you must never be guilty of such an act) or disturbs your conversation. Use your wit and sense of humor for overcoming such disturbances. It is usually well to recognize and "join forces with" an interruption that cannot be ignored; this leaves the speaker in control of the situation, and he can take his listeners with him back to the subject. Try to bring everyone who is present into the conversation. If they seem reluctant to volunteer their opinions, make some comment or ask them a question that will make them feel that they are being recognized and appreciated. This tactful gesture will also increase the other person's feeling of importance, which will in turn cause him to feel more friendly toward you.

The problem of changing the subject requires special emphasis on tact. It must be done so naturally or casually that the speaker is not aware of the attempt; or the

speaker must be brought into the focus of the new subject to the extent that he is willing to continue with the new line of thought.

Sharing—speaking and listening.—Any individual who is familiar with the techniques to be employed in dealing with people, which are discussed in Part II of this book, is already aware of the importance of encouraging the other person to do a great deal of the talking if you want his enthusiasm, cooperation, and friendship. In fact, this very subject of talking and listening was discussed in Chap. VI. Remember that the other person is forever interested in himself—his problems, his needs, his worries, his likes, his activities—and he would much rather talk about them than listen to you or anyone else. You should encourage others to talk while you listen with attention and appreciation. You cannot be passive or inactive mentally and still be a good listener; you must devote a great deal of energy to your listening if you are to be appreciated by the speaker. You must show by your facial expressions, by your comments, and by your enthusiasm that you are following him every inch of the way.

If a person remains entirely silent while in a group, he is definitely discourteous; on the other hand, if he monopolizes the conversation he will be shunned, and whatever advantage or influence he may have hoped to gain will be lost completely. There is a happy medium, which should be sought and practiced at all times and places.

Voice.—One's speaking voice should be pleasing, well-modulated, easily audible, and flexible. It should be capable of registering and expressing various moods and attitudes, an accomplishment that most people can achieve if they sincerely *feel* the experience and have the abandon

to express it. We have already considered the theory of voice control, in Chap. **Ill** of this book. If you are not thoroughly familiar with it, review it at this time.

Attitudes.—Regardless of your manners or your apparent politeness or your veneer of sympathy and interest, you will fail as a good conversationalist if your *attitudes* are not sincere, kindly, desirable, and altogether genuine. No other acquired trait of personality has such a deciding influence on one's happiness, popularity, appearance, mental and physical efficiency, and social or businesss success as his *attitude* toward himself, his associates, his work, his environment, and toward life in general!

Do you always plan your work and objectives, carry out your plans punctually and efficiently, enjoy the task at hand, recognize your strengths and weaknesses, eliminate self-condemnation, trust and respect your associates (if they cannot be trusted and respected they should not be your associates), appreciate the desirable qualities of your environment, and feel that life is a glorious experience, a rich reward for the toil and sacrifice that it requires? *You should!* If you do not have these attitudes, you will not be the kind of person with whom others enjoy carrying on a conversation.

PROBLEMS

1. Cite three articles, appearing in current magazines, which you consider good subject matter for general conversation and give reasons for your opinion.

2. Make a list of prejudices that you have observed in your friends and show how they affect conversation.

3. The next time you attend a social function, list the topics that stimulate interesting conversation. Present the list, with your explanation, to the class.

4. Find three fresh and humorous stories or situations that appear in current magazines or newspapers. Practice telling them; then try them on the class.

5. Practice voice control and give helpful suggestions and criticisms for voice improvement to other members of the class.

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CHAPTER IX

ORAL ENGLISH—PUBLIC SPEAKING

Importance of ability.—It is doubtful that the average individual in business or the professions recognizes the economic and social value of being able to speak in public. The person who can get up before a group, think clearly, and express himself effectively has an asset for which many men of wealth would be willing to give a fortune. It is, indeed, a skill for which one is respected, admired—yes, even envied! In addition to the many social and economic advantages to be derived from the possession of this skill, one will experience a greatly increased sense of personal worth and satisfaction, which will bolster his feeling of importance and self-confidence, highly desirable attitudes when not overemphasized.

Readers of this book are aware of the importance of being able to win favorable attention in order to secure the business, the clientele, or the promotions that one deserves. An ideal way of winning this attention is to become proficient in public speaking. In this day of clubs, societies, and organizations without number every individual has the opportunity to express himself on numerous occasions throughout the year. If he is able to take advantage of such opportunities, he becomes a more valuable member of his organization; he is more influential in his community; and he is a credit to himself, his family, and his business or professional organization.

Purpose.—Generally speaking, a speech is intended to accomplish one of three possible objectives: it may entertain, it may inform, or it may persuade and arouse to action. A speaker must not only determine his objective before he begins to prepare his speech, but he must learn what is required for successfully "putting over" each of these types of speeches and discover where his talents seem to apply most effectively. He will then do well to concentrate on the type in which he seems most proficient.

The purpose of this chapter is not to attempt a complete and thorough treatment of the subject of public speaking; that would be impossible in the amount of space available and out of place in a book of this kind. However, we shall discuss some fundamental and practical principles of public speaking, which if mastered and properly applied will enable the reader to build whatever degree of skill he may desire. The additional factors required will be the individual's determination to succeed, his enthusiasm, and his practice.

Overcoming stage fright.—Doubtless the greatest obstacle that the beginner has to overcome is his fear of facing an audience. Do not think that you are different or unusual or less capable because you experience such fear. There is no truth in such assumptions. The fact is that many of the world's most famous speakers have been people who experienced just such fear as you do; some of them, such as Lloyd George, Abraham Lincoln, William Jennings Bryan, and others, always experienced a certain amount of fear for the first few minutes of a speech. Your first lesson, then, consists of the following eight suggestions for overcoming stage fright:

1. Arouse and maintain a strong. desire to develop speaking ability. You know what this skill can do for

you personally, socially, and economically; so determine to see it through.

2. Know the subject matter of your speech thoroughly, but do not memorize any particular pattern of expression, excepting, perhaps, two or three sentences in your opening and closing. If you try to memorize verbatim, you will be too much worried about the possibility of forgetting. This will add to your fear and cause your delivery to be dead and meaningless.

3. Begin with humor if you are certain that you can "put it over." If you can get the audience to laugh or at least smile with you at the very beginning, you will find yourself gaining in confidence and ease.

4. Be certain that your dress and general appearance are desirable. This knowledge will give you courage and self-respect; it will also gain the attention, admiration, and respect of the audience.

5. Take several deep breaths before you begin to talk and keep breathing deeply. This will give you the energy on which courage is based, and it will cause you to *act* confident, which in turn will help you *to feel* so. According to good psychology, actions and feelings are closely related; therefore, if you control your actions (which *can* be controlled voluntarily), your feelings will be more or less appropriate to your actions.

6. Assume the correct speaking posture. This matter will be discussed in the next point of theory.

7. Go through some appropriate activity when you get up to speak. It may simply be arranging your notes or moving something on the table or displaying a chart or graph. Even this seemingly trivial activity will bolster your feeling of propriety and will help you to orientate yourself.

8. Remind yourself that your knowledge of speaking theory and your practice will sooner or later (we hope sooner) replace your stage fright with self-confidence and courage.

Posture.—The quality and control of your voice, your stage appearance, and your speaking energy are dependent upon correct posture. You should lift up your head and chest, pull your shoulders back, and be sure that they stay there; however, do not allow them to remain rigid nor tense. Your body should be leaning slightly forward so that you could raise yourself on the balls of your feet if you wished. In other words, there should be little weight on your heels. Do not actually teeter and rise on the balls of your feet. This is a mannerism practiced by some speakers.

This posture will give your body the correct alignment and will allow the muscles of the diaphragm to perform their proper functions for voice control. Naturally, as you become accustomed to platform speaking, you will be able to perform satisfactorily even though you vary your posture a good deal, and you will feel free to move about on the platform to a reasonable degree. Guard against overdoing your movements, however.

Never sit on the edge of a table nor double forward with both hands on a table of the usual height. If you have an elevated stand on which to place your notes and if it is high enough to allow you to place both hands on it without stooping, then that posture is allowable. Usually, however, it is better to appear on the platform without any such obstructions.

Voice.—The subject of voice has been discussed in Chap. **HE,** point 5. Unless you are now thoroughly familiar with this theory, go over it once more. I should

like to caution you, however, not to expect completely to change and strengthen your voice the first time you put these principles of voice control into practice. It may take a year to develop the control of the muscles of your diaphragm that is necessary for strength and flexibility of a good speaking voice. Yet nearly everyone benefits noticeably from the standpoint of voice quality the moment he applies this theory in his speaking. Keep practicing! A desirable speaking voice is a valuable asset.

Gestures.—Old-fashioned texts on public speaking were most meticulous in their directions for various kinds of gestures. They would tell just when and how to begin the arc or sweep of the gesture, how long to hold it, at exactly what angle the arm should point, and about the balancing or compensating bends and movements of the body and other arm. They would go on in great detail to describe the particular pose to be struck in order to depict such attitudes and emotions as anger, horror, contempt, surprise, joy, or sorrow. They had the problem completely solved to the last flick of the eyelid.

Such directions are sheer nonsense. No two people employ the same methods of indicating attitudes or emotions; yet *what they do is the correct behavior for them.* Your only concern should be that you *feel* the situation or attitude or emotion genuinely; then gesture as you are impelled to. Gesture because you cannot avoid it—because a statement simply demands expression in movement!

Every speaker should observe what gestures he usually employs and direct and practice them—preferably before a mirror—in order that he may eliminate awkwardness or monotonous repetition of movement. One should avoid

"pawing" the air in a meaningless manner. Such actions, if repeated often without cause, will amount to a "mannerism," a fault that every speaker must avoid.

Beginning.—The talk that you give today was actually begun years ago. True, you did not begin to collect specific material for it until perhaps a week ago (a month would have been better if it is an important speech), but your general knowledge, your enthusiasm, your convictions, your skill, and your attitudes—all vital parts of any address—have been formed and strengthened over a long period of time.

It is true, then, that no matter who you are, you have most of the background and preparation already made for being able to deliver a good speech. All you need now is to concentrate on one subject that is appropriate for the occasion and that can be adequately treated within the time allotted to you.

I hope you can always choose your own subject, because if a specialized topic about which you know very little is assigned to you and your time for preparation is limited, your chances for making an acceptable speech are poor, indeed! Yes, you *can* prepare anything that is within the scope of your knowledge and interest, but simply having some facts arranged in logical order does *not* make a speech. You must *be concerned* about your subject; you must have some opinions of your own on the matter; you must be enthusiastic about the topic; you should have a reason for making the speech; you must enjoy thinking and speaking on this subject; and finally, you must have a wealth of material in excess of what you can use this time. These are the minimum requirements for success in this field.

I have already said that the speech should not be mem-

orized verbatim; neither should it be written in advance and read, unless you are the President of the United States (and can read as well as he does) or some other high government official, who must be very cautious about the statements he makes and who must be able to prove just what he did say. The most advisable procedure is to know your subject thoroughly and to aid your memory by using very brief notes. These notes can be written in topic-outline form on library cards, which can be held in the palm of one's hand.

Holding a small card will, by the way, solve the problem of what to do with the hands. Many beginners feel that it is awkward to let their arms fall naturally to their sides, as is commonly recommended in speech theory, and much prefer to have both hands on the outline card, which is held easily and naturally in front of them and slightly above the belt. This position should be varied occasionally, and one must guard against twisting, turning, tearing, or generally playing with the card. Such activity distracts attention from the main event, the speech.

Just how do you propose to get started? The first two or three sentences, you remember, may be memorized, but what type of beginning do you plan to make? Here are some suggestions:

1. Begin by making some comment that is favorable to the people present or to the community. A sincere compliment at this point, offered to your listeners either directly or indirectly, is always appreciated by an audience. It wins attention and good will for the speaker; it gets him off on the right foot.

2. Relate an incident that occurred on your arrival in this town or at the meeting place. This is particularly good if it lets the audience in on your embarrassing

moment or on some joke that was pulled on you by a local person or on some mistaken notion that you held. This puts you on a level with your audience and wins their sympathy, if tactfully done. These openings need not have a bearing on your subject.

3. Start with an interesting story, preferably from your own experience, and make it lead naturally into your subject—if, indeed, the story itself is not the very essence of your speech, which it might well be.

4. Tell a humorous story that can be related to your subject, but be sure that you can really "put it across" in a humorous manner. An unsuccessful attempt in this respect is undesirable.

5. Ask the audience a question. This gets attention and places the listeners in a problem-solving frame of mind; they may then be more willing to follow your thinking and reasoning.

6. Attack a problem or an issue that confronts your audience at the time. This is an excellent way of getting attention, and if they have pondered over the problem or situation prior to this time, they will eagerly follow your reasoning to the conclusion.

7. Point to, exhibit, or demonstrate something for the group. This is always effective, because you are making use of the easiest approach to the human mind, the eye. We are attracted by what we see, even though our other senses fail to register an impression.

8. Begin with a quotation from a famous man. In this opening, the well-known name would usually be mentioned first or early in the quotation.

9. Avoid a controversial or dogmatic opening. If you cksh with your audience at the beginning, they will oppose you on through to the end.

10. Never apologize for what you have or have not done. If you are not prepared, if you are unable to do yourself justice, or if other circumstances are not favorable, do not *try* to give your talk! A speaker does not have the right to ask the audience to accept something "second rate" nor to "bear with him" while he goes through a performance that is wretched and boring to the group.

Carrying on.—Once you have your talk under way, give it all the energy, all the enthusiasm, all the delicacy and shading in meaning, all the variety, yes, all the *life* that you can command. Speaking in public is no lazy man's job; you may find that it saps more of your energy than anything else that you have ever done in a comparable space of time. Do not worry about this loss of energy, however, as it will be quickly replenished, and you will be highly rewarded for your efforts. A speech that burns up a good deal of energy—every other factor being considered—will probably be a success.

A major reason for the success of the outstanding statesmen of the world is the exceedingly vital and energetic manner that they employ in delivering an address. It captivates, convinces, and sways the populace of nations. Your speech, if good, can win a hearing, support, and influence for you. Practice it at the appropriate time and place.

Ending.—If it is true generally that "all beginning and ending is difficult," it is doubly true of public speaking. The ending must be carefully planned and executed at the logical point and in an appropriate manner, or the entire talk will be unfavorably colored in the minds of the listeners. That is why, as we mentioned earlier, it is well for the beginning speaker, at least, to memorize and practice his ending very thoroughly before appearing on the

platform. A good ending will be recognized as such by the listeners; they should not have to be told that you have come to the end of your speech; your organization and treatment should be such that everyone knows when you have arrived at your conclusion.

There are, however, several commonly used methods of closing a speech, some of which I shall list here:

1. Close (as you may have begun) by giving the listeners a well-deserved and sincere compliment. Do not use this method of closing unless the group merits your comment.

2. Summarize briefly the main points of your talk. This closing is very commonly used and has many advantages, If you are trying to educate or arouse your audience, this brief restatement of a few outstanding points will refresh their memories and leave a more vivid picture in their minds.

3. Employ appropriate humor in the close. The methods to be employed here are as varied as are speeches and speakers.

4. Call for the action that you wish the audience to take. If your speech has been building toward this request, it leaves nothing more to say.

5. End with a well-known quotation, a slogan, or a poem. Poems, if well chosen, are desirable material with which to close your speech.

(>. Stop when you have told your story, explained your proposition, or covered your theory. In many speeches no "tag ends" are necessary; cover your material and stop.

7. Use your own initiative, originality, and common sense in determining the closing best suited to your talk.

Kinds of talks.—Let us now examine some suggestions that apply to the most familiar types of speeches:

FORMAL PLATFORM SPEECH

1. Begin with material that will arouse the listener out of his usual bored and "don't care" attitude. Surprise, startle, or keenly interest him.

2. Definitely associate your statements with the needs, motives, aspirations, interests, beliefs, and enthusiasms of the listeners.

3. When you have made a statement, apply and illustrate it; make it specific; make it objective; appeal to the various senses of the audience.

4. Make your conclusion strong and purposeful.

5. Remember that formal platform speeches may be as varied in subject matter as knowledge itself and as different in treatment as individuals are different.

INFORMAL COMMITTEE-ROOM OR CLUB TALK

1. Choose one outstanding reason for your approval or disapproval of the subject for discussion.

2. Try to condense this reason into a pointed,* easily remembered sentence.

3. Use this pointed sentence as your opening comment.

4. Support this opening sentence with illustrative material that sticks to the point. Don't wander afield in a talk of this type.

5. Close with a statement that "hits the bull's-eye." You might repeat the opening sentence, which condenses your entire point of view.

AFTER-DINNER SPEECH (Usually light, short, and humorous)

1. Be sure that your humor actually is humorous! Good substitutes for humor, if it does not come spontaneously to you, are *sincerity* and *enthusiasm.*

2. Generally, have a serious theme; use stories as illustrations.

3. Don't notify the listeners that they are about to hear a story, by using some such expression as "That reminds me —" Don't bring them back on a "But to become serious again—" Make these transitions casual and natural.

4. Tell your stories with *practiced* skill.

SPEECH OF INTRODUCTION

1. Avoid, as far as possible, such overused expressions as "It is indeed a pleasure—" or "We are gathered here tonight—" or "—a man who needs no introduction—"

2. Be brief. You are simply *introducing* the speaker!

3. Don't embarrass the speaker by overdoing your "build-up."

4. Your chief purpose is to inform the audience on the following points:

   a. Why should this subject be discussed?
   6. Why should this audience hear this discussion?
   c. Why should this subject be discussed at this time?
   d. Why should this particular speaker discuss this subject?

5. Announce the speaker's name as the climax of your remarks; speak it loudly and clearly while you are facing the audience.

6. Finally, turn to face the speaker and remain standing until he acknowledges the introduction with a nod or the usual "Mr. Chairman."

SPEECH OF PRESENTATION

1. Make your introductory comments, such as

   a. Reason for the event, who is being honored, why
   b. Explain briefly the donee's accomplishments
   c. Mention an outstanding incident in the donee's career

2. Why is this group interested in making this presentation?
3. Why has this particular award been selected?
4. Express some prospect for the future—hope for donee's enjoyment of award—for his continued success, etc.

SPEECH OF ACCEPTANCE

1. Express your appreciation to the group for their demonstration of good will and indicate your hearty approval of the award.
2. Be modest in your comments and minimize the praise that has been directed at you. If you are expected to give a detailed account of your accomplishment, stick to facts.
3. Accept the added responsibility that this award places upon you, if it is of such nature.
4. Close by expressing your sincere thanks.

Speeches of welcome, extemporaneous speeches, and speeches for special occasions depend so much upon the

particular event that no definite outline nor theory would be of much benefit to the reader; draw upon your general public-speaking knowledge and build your comments to fit the occasion.

PROBLEMS

1. In order to experience your first successful appearance before an audience, select a short paragraph from some hook or magazine and practice reading it with proper interpretation of the thought; then read it to the class.

2. Select a subject *which you know well and in which you are definitely interested.* Prepare a short talk on this subject and deliver it to the group.

3. Review the theory on speeches of introduction. Assume that you are the chairman of some club, or organization (announce your own circumstances), and it is your privilege to make an introduction. Give the talk.

1. Review the theory on speeches of presentation and prepare a speech of this type, setting your own conditions. Deliver your talk to the class.

.5. Reverse your position of problem 4 and assume that you are the donee; consequently, prepare your speech of acceptance for the next class drill.

(>. Prepare and deliver an informal committee-room or club talk according to the theory in this chapter.

7. These first six problems have given you experience that you can now use to advantage in your most important drill, the formal platform speech. Select your own subject and set your own circumstances. Practice your talk; then deliver it to the class.

8. Again, set your own conditions and deliver your after-dinner speech.

9. Select one of these special occasions and deliver an appropriate address for that occasion: (a) Washington's Birthday, *(b)* Lincoln's Birthday, (c) Memorial Day, ((/) Fourth of July, *(c)* Armistice Day, (/) Thanksgiving, *(g)* Labor Day, *(h)* any other special occasion.

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CHAPTER X

ESSENTIALS OF THE MODERN APPLICATION LETTER

Let us assume that you have now mastered the theory set forth in this book. What then? The chances are that, being about to embark on a career, you must make the desired contacts and win favorable attention by means of an application letter. Therefore we shall make that our next concern.

Too often the prospective employee assumes that all he can do when he seeks employment is to fill out the standard application form furnished by the employer. This is erroneous. Naturally, he must fill out the blanks given him if the employer requires it, but the mere filling out of a form is not enough. These blanks do not give the employee an opportunity to present to the best advantage his command of language, his originality, his analysis of the requirements of the position, his interpretation of his training and experience, his taste in artistic display, and other desirable items that we shall consider.

Applications vary in form and content according to the nature of the position and the available information concerning the firm and its requirements. However, the most common form of application is the one used when applying for a particular position with a known firm, whose requirements, policies, and problems may be studied and used as bases on which to formulate your

presentation. When answering a "blind" advertisement, use as many of the following principles as possible.

The paper used should be a good grade of bond, 8½ by 11 inches, usually without a printed letterhead. Do not use printed stationery belonging to an organization, relative, or the firm for which you are working.

Always type your application. Handwritten applications are out of date. If handwriting is a consideration for the position, enclose a specimen on penmanship paper.

Your heading, placed at the right margin, will contain the usual street address, city and state, and date. You might place your telephone number after your street address if you do not call more particular attention to it in the application. The telephone number must always be given when you are applying to a firm in your home city.

The semiblock style of letter should usually be used, although the ordinary block form is common. Your inside address is written in block form. The salutation should always include the name of the man to whom it is addressed. This is proper even though you do not know him personally. He is so thoroughly accustomed to this form of salutation that any other would seem undesirable. Occasionally a stunt form may be used, employing no date nor inside address nor salutation, but beginning with a capitalized headline, as: *Producing salesman desires new connection because*—then go on with your fifst paragraph.

In the opening paragraph you may use one of several introductory statements, according to the following suggestions. *(Caution: Be sure that these are your own. Do not copy.)*

1. Reference to your past successes in this line of work. Example—"As I know of your desire to employ salesmen

who have consistently produced increased sales for their firm, I am confident that you will be interested in giving my record consideration."

2. A pointed, original, but appropriate comment, which introduces your presentation of detailed information. For instance, you might begin with, "I've set my cap for the traveling salesman's position you announced this morning."

3. A quotation based on practice, problems, or a daily incident of the position for which you are applying, as:

"Our advertising copy must have the sparkle, punch, conviction, and appeal of a 'Printers' Ink Special," said the manager of the Class Manufacturing Company as he approved my first assignment, "and, son, yours has it!" he concluded. (For this opening, use quotation marks as indicated.)

4. A question. Ask whether the employer would be interested in an employee who can do certain things—then mention the skills or ideas you have that would be desirable in his business.

5. A reason for sending the application. You might say, "Since my training and experience have qualified me for filling the vacancy that exists in your office, I am hereby applying for this position and submit the following qualifications:"

6. State how you learned of the vacancy (mention that you were informed by a mutual acquaintance, if so) and that you are applying for this position. (This opening is common.)

The purpose of the first four openings is to show your individuality and originality. That is, they will lift your application out of the ordinary and give it character and color, which would more likely induce the employer to call

you in for a personal interview. *Remember,* however, to use good taste in selecting these openings, or they will have an effect opposite of that desired.

The body of the letter may take one of two general forms: If it is to be a 1-page application, you might start the second paragraph with the capitalized caption *Education,* and list the details of your formal training with emphasis on the particular skills that are essential in this position; then treat in separate paragraphs the topics *Experience, Personal Characteristics* (age, height, weight, health, etc.), *References,* and *General Information* (travels, honors, club memberships, offices held, etc.). At least three references should be given. In choosing your references, be careful not to list only individuals who belong to one profession. Always indicate the official position of each reference.

The final paragraphs of this 1-page application should show that you know the requirements of the job and that you have the qualifications to meet them. Also, put in convincing statements as to why you are eager to secure this position and why you believe that you can be of definite service to the firm. Then request an interview and state how the employer may notify you. Incidentally, it may be well to omit any mention of salary; if the prospective employer asks you what salary you expect, you might state that you are willing to accept the usual beginner's wage in the business.

All of this naturally takes considerable space, and so it is usually preferable to place the *details* of education, experience, personal characteristics, general information, and references, attractively arranged, on a separate "data sheet" (several data sheets may be used), reserving the first page for a brief summary of the important items

under these topics but giving special attention to the other material already suggested for the first page. In general, you *interpret* the data sheet in your letter.

So far, then, we have a two-page application letter. However, we have already stated that our application, to be effective, must be made to stand out from the others. Its appearance and contents must be different from the average. Therefore, let us add, first, one or two copies of written recommendations given us by some business or professional friends who know of our achievements, character, or abilities. True, a businessman may pay very little or no attention to copies of recommendations given to thf applicant, but, if they are written by a man whom he knows personally or a man of business or professional prestige, they are likely to carry weight; and if they do nothing more than to induce the employer to investigate you further, they have been well worth incorporating.

If you are applying for a position as assistant in the sales or credit department of the firm, you might enclose a copy or two of outstanding sales or collection letters you have written. In determining what additional matter should be included, use your best judgment and originality, keeping the requirements of the particular firm and position definitely in mind. Some applicants study a firm to the extent of being able to suggest methods of increasing sales, etc., which doubtless is effective if the suggestions are practical.

By now you are probably protesting that this application would be too voluminous and would require too much planning, time, expense, and trouble. Do you want employment? Is it not worth several weeks of careful study to learn the history, requirements, problems, present needs, and aims of the firm with which you wish to be-

come associated when it may mean a lifetime connection for you?

We must consider yet another detail or two. Collect these various pages of your letter and over all of them place a sheet on which you have stapled your application picture with the caption "Information concerning John A. Jones," for instance. Finally, secure a sheet of 9- by 14-inch blue legal backing paper. Place your application (which is now arranged as follows: (1) sheet with picture, (2) application letter, (3) data sheet, (4) copies of recommendations, (5) samples of letters, etc.) upon the blue sheet and fold about ^ inch of the blue paper down over the top edge of all the sheets and staple them though this fold of the backing sheet. Now trim the bottom end of the backing sheet so that it extends only about 1/2 inch below the pages of the application. The application may then be folded to fit a No. 10 envelope or sent flat in a 9- by 12-inch envelope, if preferred.

Always enclose a self-addressed, stamped envelope if you wish your picture or application returned in case you are not employed. It is highly desirable to enclose a self-addressed postal card, with blanks to be filled in by the employer for his convenience in arranging for a personal interview. This card might be typed as follows:

Dear Mr. (your name) .

You may call for an interview 011 (date) ,

at (time) Ask to see Mr. .

Yours truly,

(Type the name of the firm here)

If you know that the selection of an employee is urgent, you might request the firm to wire at your expense, or you

might type the call for an interview on a telegraph blank, which you enclose.

A multiple-page application of this kind can be mailed in large numbers just as easily and rapidly as any other type, as all the sheets except the *letter*, which is addressed to a particular employer, can be *multigraphed* in advance.

Finally, do not neglect to *follow up* your application. If you receive no reply within what you consider a reasonable time under the conditions, follow one or more of these suggestions: (1) Write another letter calling the employer's attention to *additional* skills, experience, or connections of yours that might be valuable in this position. (2) Repeat and emphasize some of the strongest arguments presented in your application letter. (3) Ask whether you may supply him with further information or proof concerning your fitness. (4) Request a friend of yours to write the follow-up for you. This is effective if he is a mutual acquaintance or an important business or professional man. (5) Call in person.

SUGGESTIONS ON GETTING A JOB

Preparation:

1. Determine the kind of work you want to get into, considering:

   a. Natural tendencies, health, likes, or dislikes
   b. Amount of training required, time, arid expense
   c. Trends or tendencies in the field—future
   d. Remuneration to be expected.

2. Secure proper and adequate training for the field in which you are interested, emphasizing a broad knowledge as well as some specialized skills.

3. Select several representative firms to which you might apply; then study their needs, methods, customs, trends, and officials, so that you will be prepared to carry on a successful interview.

4. Try to make contacts with the proper officials through some friends of yours or through some mutual acquaintance, another employee, etc. Various club or lodge contacts, acquaintances, or connections may prove helpful. If you have none of these, you may get some suggestions as to where to apply from "Help Wanted" ads in newspapers, from running your own want ad, from news items or reports of business activity relative to certain firms, from employment agencies, etc. *Keep applying. Don't get discouraged!* Nothing can take the place of numerous applications.

The personal interview:

1. When applying, ask for a definite position in that individual business, based upon your knowledge of the firm.
2. Speak with enthusiasm to show that your interests in life and in your environment are alive. Convince the employer that you would throw yourself wholeheartedly into the position if you got it.
3. *Don't talk too much!* Don't give your life history. Make a point of giving something about yourself that will be *colorful,* to give you individuality and distinction. Watch your voice!
4. Be direct, polite, tactful. You might ask a few *intelligent questions* to indicate your interest in the firm and position.
5. Be neatly, tastefully, *simply,* and cleanly dressed. Avoid elaborate, loud, or extreme dress in every particular.
6. Cultivate a cheerful expression, good posture, and refined habits of action. Appearance is very important in getting a job.
7. Be sure that you feel your best, and avoid showing doubt or uncertainty about your ability, but *dont boast.* Don't be *afraid.*
8. Don't beg for the job. Keep your dignity.
9. You may have a written application with you to leave with the employer.

PROBLEM

Prepare a complete application letter—title page, letter, data sheet, copies of recommendations (if any), sample of penmanship, and legal backing sheet. Be certain that your application is correct in every detail.

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PART IV

YOUR CULTURAL BACKGROUND

CHAPTER XI

BUSINESS AND SOCIAL BEHAVIOR

Have you ever tried to answer such questions as the following? "What is your objective in life?" "What do you hope to accomplish, acquire, promote, or contribute during your short span of existence on earth?"

If we were to ask these questions of a hundred people, the answers would doubtless be quite varied; yet I am certain that many of them would run about as follows: "I hope to be successful in my vocation, in order to provide for the necessities of life and to be able to enjoy some of the luxuries that modern civilization can provide for me. I want to find happiness for myself and my loved ones. I want to win the respect and admiration of my fellow men. I want to make myself worthy of my heritage and be of some service to mankind. I want to win the friendship of my associates and to make a tiny part of the world a little brighter and happier for my being there."

All these desires are legitimate and desirable, and I hope that you can adopt each one of them as your own. However, no matter how selfish your motive may be, you will find that you can accomplish your objective more easily and readily if you are correct and skillful in your business and social *behavior.*

Civilized human beings everywhere practice the art of gracious living, and the person who masters and follows correct form and procedure in his dealings with others will have the poise, the self-confidence, and the reserve energy

that can make him agreeable and acceptable in any social circle. There should be no mystery about what to do and how to do it in the matter of human relationships, but you have no doubt observed many individuals who were under great nervous strain while attending some social function, simply because they did not know what the proper customs and procedures were under the circumstances.

Social skill can pay big dividends. Every individual should secure for himself the advantages that come from making correct behavior a natural or automatic part of his daily life. To this end, master the details of etiquette that are reviewed in this chapter and study some complete and modern book on the subject.

On the job.—A great deal of the theory that has been discussed in this book might be placed under the head of business behavior, and I hope that you have made it a part of your vocational equipment. There are, however, a number of additional items in this connection that we must examine.

Remember that your present job is giving you a chance to learn what the business or professional world requires of you. Are you in sympathy with your employer's problems? Do you give him wholehearted cooperation and loyalty? Do you put aside your personal likes or dislikes in favor of harmony and cheerfulness in your place of employment? Are you modest, quiet, and polite in performing your daily tasks? No employee should allow his personal friends or worries to interfere with his efficiency and usefulness to his employer. His attitude toward his fellow workers should be such that the organization benefits from his influence and example.

Your employer has the right to expect that you will deal with the public in a correct, intelligent, and efficient

manner, thereby building and strengthening the bonds of good will, upon which the life of every business enterprise depends. The A B C's of business behavior while on the job include the following additional items:

1. Neatness, cleanliness, and appropriateness in your dress
2. Absolute confidence regarding office information
3. Punctuality in beginning and completing various tasks
4. Willingness to employ every minute of the working day for the benefit of the firm
5. Increasing skill and efficiency resulting from study outside of business hours
6. Knowledge of and willingness to conform to office routine and procedure
7. Avoidance of personal interest in the opposite sex and of attempts at promoting one's matrimonial chances, books and motion pictures to the contrary notwithstanding

It is true, of course, that one should consider the business day as being an important and desirable part of his scheme of living, and therefore it should be lived through in a manner that reflects favorably upon the individual and his philosophy of life. I always object to the impersonal attitude taken by some business and professional people, who seem to justify every selfish, mean, narrow, severe, or even questionable act and point of view with the statement "Business is business." It leads one to wonder what they are getting out of life besides a few dollars that others begrudge them and the gloomy prospect of spending at least one-third of their lives in the boring routines of business activity.

The beginner might do well to deal with the human beings with whom he comes in contact in the manner sug-

gested in the Chinese proverb "He who treads softly goes far." If he "treads softly" among his associates and his customers, or clients, the chances are that he will also "go far"—everything else being equal.

Introductions.—A skill that is equally desirable in business and in society is the ability to make or respond to *introductions* in the proper manner. The first requisite is knowing which person should be presented to the other. In general, *men are introduced to women,* which means that the woman's name is mentioned first. One might say, for instance, "Miss Clark, may I (or "I wish to") present Mr. Jones."

An exception to this rule occurs when the gentleman is particularly distinguished, or if the man is old and the other person is a young girl or perhaps a relative of the person making the introduction. In this case one might say, "Mr. Oldster, this is my niece, Mary Clark." Women are invariably introduced *to* the President of the United States and to high church officials, such as a bishop or a cardinal. The form here would be, "Mr. President, may I present (or "I have the honor to present") Mrs. Citizen."

In other cases the *younger person is usually presented to the older one.* However, if the younger person is more distinguished, this does not hold true. When introducing two men or two women of about the same age and accomplishment, it is immaterial whose name is mentioned first, but one usually does the visitor the courtesy of introducing others to him. It is also true that such introductions are usually less formal. One may say, "Mr. Jones, Mr. Brown" or "Mr. Jones, do you know (or "have you met") Mr. Brown?" or "Mr. Jones, this is Mr. Brown." In this way one can avoid using the formal

"may I present." In case you fail to understand the stranger's name, do not ask the person making the introduction to repeat it, but address yourself to the stranger himself.

If one individual is to be introduced to a group, the hostess would say, "I should like to introduce Mr. Brown." Then she would proceed to recite the names of the individuals in the group. Try to avoid this sort of situation, as it is usually very awkward. If the group is small, however, the introduction can be handled satisfactorily.

When you find it necessary to introduce yourself, your statement would be, "I am John Jones," to which the other person should reply by simply stating his name, or he may say, "How do you do; I am Harry Smith." A woman would also give her first name in this event, unless the occasion is somewhat formal, in which case she may prefer the title "Miss" to her given name.

When the person being introduced is a member of one's family, such as a brother, sister, or parent, the introduction may be very informal. It is desirable for a brother, for instance, to say, "Mr. Stranger, this is my brother Sam." If the stranger is being presented to one's parent, the statement would be, "Mother, I'd like to introduce (or "this is") Mary Black." If the mother is remarried and her name is not the same as yours, you must mention her name also. This would likewise be true when introducing a married sister. In that event, you would say, "Mrs. Stranger, this is my sister, Mrs. Blue."

The correct response to an introduction is always "How do you do," but the name of the other person may also be added. Avoid saying, "I'm pleased to meet you" or "I'm glad to know you" or "Pleased to make your acquaintance," etc. These forms are out of date.

Here are some other expressions that should be *avoided* in making introductions:

I want to make you acquainted with—

Shake hands with—

Mr. Blank, meet Mr. Lee. ("Have you met" is correct, but do not use "meet.")

Let us now assume that two couples meet. The men are acquainted, but neither man knows the other woman, nor do the women know each other. Immediately after the men have exchanged greetings, one of them should speak the name of his lady friend and present his gentleman acquaintance to her. It now becomes the duty of the other gentleman to introduce his companion by speaking her name first; then he would give the name of his friend's partner (the woman whom he just met) and finally his gentleman friend's name. They are now acquainted "all around."

The person to whom the presentation has been made is usually expected to go on with the conversation. However, it is doubtless easier for the person making the introduction to make some comment that will put the two strangers on common ground and start the conversation. Some such simple statement as "Mr. Smith just arrived from Chicago this morning to attend the Elks' Convention" could do the job. It is then up to the local acquaintance to carry on.

There are occasions when introductions are unnecessary. For instance, one is always permitted to speak to a fellow guest without being introduced. This is true even at a formal dance if it is a private affair. Naturally, at a small gathering the hostess should see that everyone is properly introduced. Other circumstances that allow people to speak to each other without being introduced are meeting

on shipboard or being neighbors, especially in a small community.

There are still at least two matters to be considered in this connection; namely, rising and shaking hands. Men *always* rise and stand while being introduced. When a man is introduced to another man, they always shake hands unless doing so would cause a very awkward situation. Women may shake hands or not, just as they like. When a man is introduced to a woman, he must never extend his hand to her first. If she wishes to shake hands, it is her privilege to extend her hand for that purpose. Naturally, a lady will not refuse to accept a hand that has been extended by a gentleman, even though he should have known better. Women rise when they are introduced to older or more distinguished women or to a particularly distinguished and elderly gentleman or to their host whom they are meeting for the first time or to a high official of the church. A woman does not rise when other women or gentlemen are being presented to her.

Strive at all times to make your introductions as easy and natural as possible. Never worry about whether or not you are doing the right thing to the extent that you become tense and stilted in your statements and manner. You should be certain that you can use the proper procedure before you find yourself in a situation where you are required to perform.

Another matter that perplexes many men is the question of whether or not to remove one's hat while in an elevator when women are present. It is now rather well established that a gentleman will always remove his hat in an elevator in an apartment house but that this is unnecessary in an elevator in an office or business building. However, many men remove their hats while in *any*

elevator if there are women present, and it is always well to remember that "when in Rome" the smart person will be a Roman.

Behavior on the street.—The socially educated individual will always see that he is appropriately dressed for appearing on the street—dressed, that is, according to the season and his reason for appearing in public. He is never loud or obtrusive in any way; he is well poised and courteous at all times; he does not eat, use a toothpick, nor chew gum while on the street. To commit these blunders while in public would be just as undesirable as to commit them in the office.

When a gentleman meets a woman of his acquaintance on the street, he always waits for her to recognize him and to speak first. When (or if) she speaks, he responds and lifts his hat. He also lifts his hat when he is walking with a person who greets a woman, as well as when his woman companion is greeted by another man or when he greets a gentleman friend who is accompanied by a woman.

I grant you that there are some exceptions to these customs. For instance, if you have been away from home for some time—on an extended trip or away to college—and you meet a young lady of your own age, perhaps a classmate of yours, it is probably desirable to recognize her and even to speak first, in order not to be thought snobbish or "high hat." This should not be necessary, but people who are not sticklers for proper form are often very sensitive to what they consider slights, and so this behavior may simply be following the dictates of common sense, based on a knowledge of psychology.

The other exception may not be approved by so-called "authorities on etiquette," but the fact remains that it is

followed in many social groups in many parts of the country; I refer to the practice of lifting one's hat when greeting women. In place of actually lifting the hat, we find that many intelligent young men follow the practice of simply touching the fingers of their right hand to the brim of the hat or making a gesture as if to lift it from the brim. However, if one is wearing a hat when introduced to a woman, the hat *must always* be removed but may be replaced while carrying on a brief conversation. Again, however, it must actually be lifted upon taking one's leave when the conversation is ended.

The question of where a man walks when accompanied by a woman is rather definitely settled today. He walks on the "outside," the side nearest the street. Some still insist that the man should walk to the woman's *left,* in order to be between the woman and the oncoming traffic of pedestrians, since we in America commonly keep to the right. Again, however, the smart person will follow the practice of the majority in his group or area.

When one gentleman walks down the street with two women, he should walk on the "outside" and *not* between the two. If, however, *one* woman accompanies two gentlemen, the woman should walk between the two men. At no time does a man hold on to a woman's arm while walking along the smooth street. This gesture is reserved for helping her across a slippery or otherwise dangerous street or for assisting her to alight from a conveyance. If there must be any holding of arms, that is the woman's privilege. Keep in mind, too, that the gentleman always precedes the woman when leaving a streetcar or bus in order to be able to assist his companion in making the step to the street level. If a gentleman meets a lady with

whom he wishes to speak, he should not keep her standing on the street but should turn and walk with her until his conversation has been completed.

In driving your car on the streets, be certain to observe all the rules of the road and be willing to delay your progress, if necessary, in order to be courteous to other drivers and pedestrians.

Behavior at the table.—There are numerous instances in business relations when one has the opportunity, or even the obligation, of dining with a business associate or client. At these times an important business deal may be lost or made, depending upon one's skill in table etiquette. If the customer is made to feel ill at ease, for instance, or if you commit some blunder that embarrasses him, you may find that your competitor gets the contract, and you will feel that you are being treated unfairly, because he will never give you the *real* reason for his decision.

I assume that the reader of this book does not require a review of these details. However, I shall discuss a few of the essentials, "just in case."

The first problem that confronts an individual whether he is dining in a restaurant, hotel, or in a private home is that of being seated. At the informal dinner the host and hostess lead the guests into the dining room—the hostess leading the women, followed by the host and the men—not in the manner of a solemn procession but carrying on the usual conversation. If there are no place cards, the hostess indicates the placing of the guests. When your place has been indicated, do not dash ahead and sit down as if you were in some sort of competition; on the other hand, it is undesirable to stand behind your chair until all the guests have found their places. One should generally slow down his progress and perhaps continue his con-

versation momentarily, until several of the guests are already seated or in the process of being so.

At the formal dinner the host leads the way with the woman guest of honor, followed by the other guests in couples. The hostess and the most important man enter last. The details of seating the group are essentially the same as those already described for the informal dinner.

If you are dining at a hotel or restaurant, check your wraps if there are facilities for this purpose. The ladies do not remove their hats and may carry other unchecked items if they wish. (If there are no checking facilities simply avoid piling wraps and packages on the tables.) Where there is a headwaiter, he leads the way to the table, followed by the women in the group, and the men bring up the rear. At the table the man must draw out the chair for his partner and seat her. Watch your posture, avoiding an awkward, stiff, or "draped" appearance^ Be yourself and act in a natural, reserved, and considerate manner.

If you are a guest, do not order the most expensive item on the menu, nor yet the cheapest. Women indicate their choice to their escorts, who in turn give the complete order to the waiter. Where there are only two to six people at a restaurant table, one waits for all to be served before he begins to eat. Your napkin will be placed to the left of your forks or on the service plate; unfold it to the halfway point and place it on your lap with the folded edge toward you. After the meal you place the napkin to the left of your plate again—unfolded if you are dining in a hotel or restaurant, but it may be folded if you are staying for several meals at a private home. Watch your hostess in this case. She may not wish to use them again, in which case you do not bother to fold it.

Your worry over just what piece of silver to use is really without justification. A modern tendency is to eliminate, thank goodness, all the oddly shaped and sized forks and spoons that formerly led to confusion and no small amount of embarrassment on the part of many not too fussy people. However, if you have any doubts, simply start from the outside and work in toward your plate as you proceed from one course to another. Generally speaking, use common sense in determining what implement to use; however, the following summary may be helpful:

If the meat cannot be cut with the fork, use the fork for holding the meat while cutting it with the knife. In general, everything that is put on your dinner plate is conveyed to your mouth with the fork, including any vegetable that you find there; however, if the vegetable is served in side dishes, the spoon may be used. Pickles, celery, radishes, corn on the cob, sandwiches, and olives do not come under the rule just mentioned; they are commonly conveyed to the mouth with the fingers. Pie, sticky cake, brick ice cream, and watermelon are eaten with the fork.

When eating soup, dip the spoon with a movement that travels away from the body. Only the side of the spoon is put to the mouth, but it is not necessary to empty the entire spoonful with one motion; if the soup is hot, it may be sipped from the spoon provided that one makes no noise in the process. Fruit cocktail, vegetables in side dishes, grapefruit, cantaloupe, puddings, and ice cream served in a sherbet glass are all eaten with a spoon. When eating cooked fruits containing pits or seeds, it may be wise to remove the seeds with the spoon before putting the fruit into the mouth. If this is awkward, the seeds or pits may be removed from the mouth with the first finger

and the thumb. Stir coffee or tea moderately with your spoon, and you may sample them for temperature by a sip from the side of the spoon. Never leave the spoon in the cup while drinking.

Rolls or slices of bread must be broken into reasonably small portions before they are buttered, as buttering and biting into a whole roll or slice of bread is awkward.

A few additional items that should receive attention are:

1. Should you drop a piece of silver to the floor during the meal, leave it there and ask the waiter for another.
2. Do not try to talk with food in your mouth.
3. If you cause an accident at the table, apologize sincerely and forget it.
4. Do not allow excitement or anger to ruffle you in any way.
5. Do not pile your dishes as if to assist the waiter and do not play with the silver.
6. Women precede gentlemen from the dining room.
7. Do not thank your escort or host for the dinner the moment you have completed the meal; that is what is expected when a handout is given to the little man at the back door. Naturally, before the evening (or the occasion) is over, you will express your appreciation by telling the hostess that you enjoyed the evening, and it is not amiss to make some comment at that time about the delicious dinner.

Behavior at a party.—In addition to the theory just discussed, a party may present a few problems that we shall consider here. If you receive a formal invitation, reply in a formal manner. This would mean using the third person, as "Mr. John Jones accepts with pleasure Mr. and Mrs. Smith's kind invitation to—"etc. If, however, the

invitation is written in a personal, friendly style (a growing tendency, thanks to the use of American common sense), the acceptance is written in the same way. If you hope to be invited to this home again, the only conditions under which you may send your regrets are a sudden calamity or a previous engagement.

Dress to look your best and be certain that you comply with the requirements of the occasion. If a formal invitation is received for an entertainment held after 6 P.M., the chances are that formal evening attire must be worn, unless the invitation gives information to the contrary. Carry your share of the responsibility for making the evening a success. Encourage those near you to take part in the conversation and be as natural and unassuming as if you were in your own home with your own relatives; yet do not be too informal, and never be familiar.

Be on time. Arriving late smacks of discourtesy. This is especially true when the occasion hinges upon a theater party, as the hostess has doubtless planned to arrive at the theater on time, and your coming late may upset her plans.

If there is dancing, the gentleman must never make the error of approaching a young lady with the question, "Do you have this dance?" That is likely to be embarrassing to her. No young woman likes to admit that she does not have her dances spoken for; naturally, she will not have them all taken in advance, and she will be likely to accept your request if you simply say, "May I have this dance, please?" This request may, of course, be varied somewhat, according to the degree of acquaintance that exists between the individuals. It is certain, however, that not even the most "jittery" modern "jitterbug" should go to the extreme that has been reported as

being used by a few who say, "Come on, worm, let's squirm!"

Behavior on a trip.—In normal times a majority of us are likely to do most of our traveling in our own cars. Therefore, it is probably unnecessary to make any suggestions in a book of this type regarding what to wear or how to act while on an automobile trip; we have all doubtless had plenty of firsthand experience in this connection. It is true, you know, that we Americans are the most travel-minded people on earth.

We shall, however, consider a few items in connection with traveling on such public conveyances as trains, buses, and planes. Your first concern would doubtless be with what to wear. Choose clothing that is appropriate to the season and the climate of the region to which you are traveling. Consider the ease with which the clothes may be kept from becoming soiled; reasonably dark colors arc usually the most serviceable from this standpoint. The material should be such as will not wrinkle too easily, and, especially in the case of men, material that will hold its press.

Before you start packing, take a look at your luggage. Does it look like the kind of label or trade-mark that you would authorize as representing you fairly? Can you justly be proud of it, or does it embarrass you just a little? What is true of clothing is also true of luggage—the proper kind can bolster your self-confidence and poise, whereas the improper and unbecoming type can introduce an endless mass of complexes into one's mental attitudes. Postpone your trip for a while, if necessary, in order to be able to supply yourself with the correct accessories rather than start your trip with something that will materially decrease the enjoyment that should be yours in this

venture. Luggage does not need to be expensive, but it should be appropriate in size and reasonably harmonious in the appearance of the pieces. Never throw in a cardboard box or two for the "extras."

If you travel by train, you are allowed to check a total of 150 pounds of luggage on your ticket without extra charge. By all means *do* check the luggage that you do not need for your personal toilet and effects while on the trip. If you carry your luggage in the coach, you do so at your own risk; whereas, if anything happens to it while it is in the care of the railroad company, you can recover the declared or maximum value allowed by the company. Most of these facts apply also to traveling by bus. Airlines generally allow only 40 pounds of luggage to be carried without charge, and the maximum weight permitted is 50 pounds per passenger. In case two people are traveling together, however, and the total weight of the luggage does not exceed 80 pounds for two people, no extra charge will be made despite the fact that one bag may weigh 60 pounds.

Do you carry your wallet full of money when you travel? That is unwise. The most convenient way of carrying one's financial necessities is by American Express Travelers Cheques. These checks can be bought at any bank, American Express office, or travel bureau for 75 cents for each $100. The denominations in which they are issued correspond to our United States currency. These checks will be accepted anywhere in the United States without additional cost for cashing them. You may have to insist on this, however, as one often finds persons who either through ignorance or unethical practices attempt to compel the holder to pay an exchange fee before they will accept them. If this is attempted, take the check to a bank to get your money.

"American Express Travelers Cheques are spendable all over the world" is a motto used by this company, and they back the statement up by listing the countries and cities in which they have offices. In case a check is lost, the purchaser should give immediate notice by telegraph to the nearest American Express office as listed on the information sheet that accompanies the checks. Payment will then be stopped on the check, and your money will be refunded; thus you are protected against the loss or theft of your finances.

Avoid attracting unnecessary attention to yourself while you are traveling. Unusual or "flashy" clothing and loud or boisterous behavior should always be avoided.

Tipping may not be an American custom, but the fact remains that it is generally done, and one is often compelled to tip certain attendants while traveling or stopping at resorts and hotels in order to get proper service. Naturally, if one has plenty of money, he has an obligation to share some of it with the hard-working and low-paid individual whose service adds to his pleasure and comfort. As you know, the usual tip is based on 10 per cent of the amount of the bill, and the minimum amount, whether on a bill or for a minor service, is a dime.

When your trip is ended, you have the further obligation of sending a "bread-and-butter note" to the friends who entertained you or who helped to make your trip successful. You simply write a letter expressing your appreciation of what they did for you while in their city and point out some particular delight or pleasure that you experienced because of some feature of their plan of entertainment.

If you are entertained for several days by the same friend, you may do more than write him a letter. You

may send some appropriate gift to your host, preferably one that shows some thoughtfulness and originality on your part. It is not necessary that it be expensive; in fact, that may even be embarrassing to the recipient. Some people prefer to bring something in the nature of a gift with them; this may be particularly appropriate where there are children in the family, and the gift is intended especially for them.

General behavior.—The discussion of gifts in the preceding paragraph brings to mind a problem that constantly confronts a young man. It is the question of what to give a girl on the various occasions at which gifts are in order. This much is certain: he does *not* give items of jewelry or wearing apparel unless they are engaged. Candy, flowers, and, books are always correct, and art objects or toilet articles may be allowable. The young lady may correctly give a young man books, art objects, or smoking material. Until she is engaged, she should not give more intimate gifts.

An engagement ring today may be set with any precious stone that the prospective bride may fancy. In other words, the diamond is not a "must" in this case. Many young people of limited means follow the practice of giving semiprecious stones in an engagement ring. It would seem desirable, however, to make it one of the standard precious stones, even though it is ever so modest. Some people deplore the departure from the use of the standard diamond solitaire, but it may be more sensible than to mortgage the future, as many young couples have done, in order to "keep up with the Joneses," a questionable practice in any connection.

If the engagement is broken, the girl has no choice but to return the ring. This is also true of engagement or

advance wedding presents. Failure to comply with this practice marks one as being particularly boorish.

A short time ago a friend of mine met a young woman whose appearance he admired and to whom he was definitely attracted—until he learned that the two diamond rings she was wearing were former engagement rings that she had not returned upon breaking the engagements. He said that this knowledge "put an immediate end" to all his interest in "that dame," as he put it. He felt that he could not risk his reputation in associating with a young woman who demonstrated to the world that she "knew nothing and cared less" about social amenities.

Many young men are perplexed concerning whether or not they are obligated to pay the bill when they happen to meet some young women of their acquaintance at a restaurant or soda fountain and are invited to sit at the girls' table. The answer is no. It is not necessary for the young men to pay the entire bill in such cases, and the young women must not expect it.

Finally, it may be well to remind ourselves that when a new and unfamiliar social situation confronts us, we can always feel that we are likely to do the correct thing if we rely on common sense and a sincere desire to be courteous and helpful to our associates. It is wise, however, to seek an authoritative answer to*every social problem.

PROBLEMS

1. Prepare a talk on the subject of proper behavior while "on the job."
2. Give an account of a recent experience in making introductions or being introduced to others.
3. Give a class recitation on the proper behavior while on the street.
4. Assume that you are instructing an adolescent in the details of proper table etiquette. Use the class as your subject.

5. Teacher: Select a number of students to act as host, hostess, and guests and have them demonstrate various phases of party etiquette.

6. Report on observations regarding the behavior of tourists that you have made while traveling.

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CHAPTER XII

ACQUIRING BACKGROUND

You have often heard business or professional men make some such statement as the following about prospective employees: "He has sufficient technical training, and his skill is acceptable iri his field, but he has no background. He knows nothing outside of his own narrow field. He is uninformed and inexperienced in the social graces. He has not even kept up with his changing world. Therefore, we can't use him here." Then, again, on a social basis, one has heard, "Mrs. *X* is such a charming woman; no, she isn't beautiful, but she has such a wonderful background."

What, then, is this important element? We might define it about as follows: *background* is the *development* produced in an individual by his training, his experiences, his present interests and activities, and his ideals or objectives, all of which enable him to understand, interpret, and appreciate the world in which he lives.

Formal training.—According to this definition, you are already in possession of a good deal of background, as all your formal training has been planned for that effect. If you have been alive and alert during your high school years and through the years since that time, if you have learned to understand your own environment, if you know, in general, the history of mankind, its present difficulties, and its aspirations for the future—yes, if you have dili-

gently learned and applied the principles set forth in this book, your wealth of background is already considerable.

As you can see, everything you have ever done, learned, or observed adds to this desirable quality called background. However, one must never get to the point where he feels that he has enough of it and can rest on his accomplishments. Remember that if you quit running, you lose the race; if you quit trying, you fail. While you continue to breathe, you are alive; and while you are alive, you must continue to acquire appropriate and up-to-the-minute background or be counted out of the race, whether that race is in the business, social, or any other realm.

Reading.—The world and everything in it can be yours for no more cost than the time and energy required in selecting and reading books, magazines, and newspapers. There is always something new and interesting to learn. Pvery well-balanced individual must develop varied interests. What do you know, for instance, about literature? music? science? art? architecture? What do you know about our country's geography? its climate? What have you learned about this world of ours? about the universe? Most important of all, what do you know about humanity in general? about your fellow men? about their pleasures? their problems? the eternal values and truths by which they live?

Yes, the wisdom of the ages has become our inheritance; and this, plus the ever-growing volume of contemporary contributions to the storehouse of knowledge, should be a constant challenge to your best efforts and fullest capacity for making some of this wealth your own! Naturally, it will take time. Plan a schedule for reading and stick to it. Make this reading varied. In addition to reading the works of modern novelists of merit, go back to the literary

works that you studied in high school or college. Read from the Harvard Classics—Dr. Eliot's five-foot bookshelf—which you can find in any library if you -cannot afford a set of your own. Join a book-of-the-month club and be discriminating in making your selections. Whatever you do, *keep growing!*

Listening.—In this modern day we can all acquire a great deal of background in a most painless way; we can simply turn the switch on our radio; then sit back to listen. You will, perhaps, be tempted to listen to all the comic programs and the popular bands and to tune out the educational programs. I do not mean to say that humor and popular music are undesirable; I simply mean that here again one must be selective.

Do you listen to the speeches made by leaders in science, art, music, and politics? Do you observe the pronunciations of words that are new to you? Do you notice the use of inflection, pitch, and timing in the speeches by these experts? Are you in sympathy with their general principles? Do you disagree with some of the details of their discussions? If so, why do you disagree? Do other authorities in this line agree with you? These are some of the thoughts that should be occupying your mind as you listen. If you follow this plan, you will find yourself becoming engrossed in the speech and enjoying the mental exercise and stimulus very much.

The motion pictures are a most delightful background-producing medium. The sound picture is one of the most efficient teaching devices available, because it impresses facts upon our minds through our two most efficient senses—sight and hearing. We can sit in a comfortable chair in an air-conditioned room while the entire world passes in review with all the sound and color of actual-

ity, but omitting the chilly winds, the sting of the insects, and the ache of the traveler's feet! We see the great classics reenacted with all the appendages of real life. We vicariously live the lives of members of every class of contemporary society, both in our own country and in foreign lands. We are made familiar with the secrets of science, and we witness the operation of fishing schooner, factory, and farm. If the proper films are chosen, the motion pictures can be the means of acquiring a liberal education.

Do you attend musicales and community concerts occasionally? Are you familiar with at least a few names of musical artists? Do you enjoy listening to symphony orchestras once in a while? These should all be made a part of your plan for developing the fullness and the richness of a desirable background.

Employing leisure,—Do you have a hobby? If you are an average young American, I assume that you do. It may simply be attending the motion pictures, listening to the radio, motoring, or watching various sports. On the other hand, it may be that your hobby is based on some strenuous physical or mental activity. It may require a highly developed skill of some sort.

No matter what your hobby is, this much is certain: You derive a great deal of satisfaction and pleasure from pursuing it. You do not have to be driven to engage in it, and you are reluctant to discontinue your activity. That is all as it should be, because your hobby will then be a compensating, balancing, and healing influence that will carry you over the rough places in your daily routine and keep your spirit active and ever young. It will help you to forget your worries, problems, and sorrows and make you a more agreeable person with whom to live.

Remember, however, that when you start your career you may be compelled to make *it* your hobby for several years—at least until you have mastered all phases of it. If you like your work, you will not object to this; and if you do not like your vocation, you will have difficulty in advancing toward any degree of success in it. Naturally, one must never overdo his attention to his vocation. A certain amount of recreation is essential for physical and mental health. These are some of the problems that your well-rounded background will help you to solve.

In conclusion, I might observe that you cannot become a well-balanced, cultured, and generally desirable human being by pursuing your own petty likes and interests without regard for the rights of others and for the requirements of your vocation. You must also have sympathy for the problems, ideals, and aspirations of the entire human family.

A complete and desirable background will further make you realize that the hopes, the ideals, the wisdom, and the achievement of the ages are your heritage. Upon you now rests the responsibility for preserving, refining, developing, and passing this heritage on to the countless generations yet to come. Eternal vigilance is the price that civilization exacts from her sons in return for the blessings that she bestows upon them. Your responsibility lies in your own environment. You owe the ages, as well as yourself and the present, the best of your physical and mental capacities. Accept this challenge, shoulder your responsibilities, master the principles set forth in this book, and insist on following your plans through to a satisfactory conclusion. You will then be well on your way toward your goal.

PROBLEMS

1. Teacher: List the books that the students recommend as desirable background reading in the fields of art, music, architecture, science, the professions, fiction, poetry, and the classics. (See Fraser Bond, "Give Yourself Background," for additional lists.)
2. Give your experiences in connection with developing new interests and gathering new information.
3. What motion pictures would you recommend for their educational, historic, or cultural values?
4. What is your hobby? (Teacher: Have each student explain and, if possible, demonstrate his hobby to the group.)

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PART V

PRINCIPLES OF SALESMANSHIP

CHAPTER XIII

EVERYONE A SALESMAN

Social importance.—Every human being, unless he be a hermit or a modern Robinson Crusoe, must be able to meet other people easily, adjust himself to them agreeably, associate with them harmoniously, and influence them to some degree. If he cannot comply with these basic requirements of social behavior, he will suffer, to some extent, in social effectiveness.

He must be able to "sell" himself—his appearance, his ideas, his ideals, his behavior—to others if he is to win attention, approval, and a place in the plans or activities of his associates. *Salesmanship is simply the ability to induce other people to accept you, your ideas, your enthusiasms, and your products with willing, sympathetic, or even enthusiastic approval.* You may never sell an article over a counter or on the road, but you keep selling and reselling yourself to your associates day after day; and since the principles are the same regardless of the product, it is essential that you have them in mind.

I have often heard young people (particularly young women) say that they did not plan to go into the field of selling, and so they were not interested in salesmanship. My reply might be that, if one does not follow the principles of salesmanship, one will have no friends, no harmony in the home, no job, no business, no success, no happiness in life. In fact, we might remind the young ladies that, unless they can "sell" themselves to someone, they will never be married!

At this point you are doubtless wondering just what these all-important principles of salesmanship are. Here is your answer: They incorporate every bit of the theory that has been discussed in this book from Chap. II up to this very line, plus the more particular material treated from here on. In short, any principle that teaches you how to live in harmony with your fellow men is an effective principle of salesmanship. The next eight chapters will further discuss and apply the specific principles that govern personal and practical salesmanship. However, before going into this theory let us consider the importance of salesmanship in general as applied in various fields of human endeavor.

Professional importance.—Have you ever wondered why one doctor may earn $10,000 a year, while another member of this profession who has completed an identical course of training and who has practically every other qualification for success can scarcely make a living for himself and his family? You may decide that this variation is due to a difference in their skill. That may be a partial explanation, because the mere completion of a course of study will not guarantee a man's being able to apply his knowledge so skillfully as another classmate does. However, this difference in success may exist even when their skills are comparable, because the chances are that their real difference lies in their ability to *sell* themselves and their service to the public.

If you could examine this situation carefully, I am certain you would find that the successful doctor is kindly, sympathetic, considerate, cheerful, and optimistic; he doubtless has an air of self-assurance, which makes him convincing; he is willing to listen to your complaints, and he will discuss your ailment with you, using just enough

technical terms to convince you that he knows whereof he speaks; when he gives you a prescription, he goes over the directions with you and teUs you something about the medicine and what it will do for your case; then he tells you with a reassuring tone that you will feel much better in so many days. You see, he has taken the trouble to treat the situation from *your* point of view, and he has made use of several accurate principles of human control. He was friendly, he was sympathetic, he listened attentively, he agreed with you, he convinced you of his knowledge, and he reassured you as to a successful outcome. These are excellent principles of salesmanship for this profession. I am willing to wager that the unsuccessful doctor would think some of these details useless; that is why he suffers.

These principles of salesmanship can be applied to advantage, with appropriate variations, in law, teaching, or preaching, as well as in medicine. Every professional man has a service to sell to some other individual or group, and the degree of his success will be measured by his ability to secure favorable personal attention, to convince his clients of the effectiveness of this service for their particular needs, and to arouse their desire for the service so that they will seek it for themselves. How to apply these principles in various situations and to different people is the burden of the science of practical salesmanship, which will be treated in subsequent chapters of this book.

Commercial importance.—Salesmanship is the lifeblood of business. The objective of every business executive is to make a profit on his operations, and this profit depends, in most cases, on the firm's ability to dispose of its goods or services, which in turn depends upon someone's skill in the art of salesmanship.

It makes but little difference whether your interest lies

in the field of personal selling or in advertising or in business correspondence; the principles are the same. You must be able to command attention, to arouse interest, to create conviction, to awaken desire, and to induce action in regard to the product that you are selling. We can gain some conception of how important a knowledge of salesmanship is to the average commercial employee when we recall that nearly one-half of all adults gainfully employed do at least some selling. Yes, the origin, growth, volume, and future of commerce depend upon the art of salesmanship.

Importance in art.—Have you known an artist who struggled for years attempting to win the attention of the public, only to grow cynical and finally give up in hopelessness? Perhaps you have also known other artists whose work was no better than that produced by the unsuccessful individual, but somehow they succeeded in winning favor or even praise, and their pictures or sculptured articles sold readily. Why this difference in success?

If you could become familiar with the conditions, you would no doubt find that the successful artists were able to talk in an agreeable manner with their customers; they would listen appreciatively to the various comments and expressions of likes or dislikes on the part of the prospects; they would invite suggestions; they would explain details of blending or technique; they would radiate good will and confidence; they would be enthusiastic about their work; they would praise the good taste and judgment of the customer when such praise was deserved; and, finally, you can be sure that they paid careful attention to details of effective lighting and display.

In the field of music it is rather easy to see the similarity between the work of the artist and that of the salesman.

No musician can hope to be successful unless he is able to interpret the melody with the appropriate *feeling.* You have often heard it said about musicians that certain performances were colorless—lacked feeling and consequently were disappointing. Lack of feeling caused lack of emotional response on the part of the audience.

A good salesman must also be alive to *feelings* and emotions; he enlightens and convinces the mind, of course, and, in addition, he always makes sure that the customer's emotions are sufficiently stirrecl. Here you are likely asking yourself, "How can a salesman be sure that he makes his customer/#£/?" The answer is this: He must first feel the application, the significance, and result of his words *himself!* No amount of talking will convince and stir the customer emotionally if the salesman does not have the contagious fire of *enthusiasm,* which *is based upon intellectual enlightenment plus emotional application.* Let the customer see and feel the article in his very own life, not in the life of the salesman or some vague "Mr. Jones," who means nothing to him.

No article involving a considerable price will sell itself. The prospect must be educated to the point where he appreciates the merits, the beauty, or the usefulness of the product. He will not buy unless he becomes enthusiastic about the product, and enthusiasm is based on knowledge. Therefore, the individual who can get the public's attention and interest, enabling him to pass on some information concerning his product in a pleasant manner, and who can appeal to the personal needs, interests, emotions, or desires of the prospect—one who can put himself in the customer's place to the extent that he sees exactly how his product would benefit the customer and who paints this mental picture with earnestness, feeling, and enthusiasm—

such an individual will make sales, no matter whether he is an artist, a doctor, a preacher, or a retail salesman.

Importance in science.—The U.S. Patent Office has issued patent rights to thousands and thousands of inventors for devices covering a wide range of usefulness; yet, these same devices have never appeared on the market or have never been accepted by the public. Why does this condition exist? You have guessed the answer. The inventor failed to *sell* his product to the public or to a backer. Simply being a scientist or an inventor will not assure you of success; you must be able to present your ideas in an interesting manner; you must prove their value in order to secure your customer's belief in them; you must apply them to his needs and interests in order to arouse his desire for them; and you must offer him inducements for taking the action that you suggest. This is salesmanship.

Theatrical importance.—Who is your favorite actor (or actress)? Why do you like him? If you were to meet him off stage, would he be interested in human beings? Would he be friendly? Would he be sympathetic? Does he have good health? Does he enjoy living? Is he optimistic? Is he alert and enthusiastic? The chances are ten to one that your answer would be yes to every one of these questions, because these are qualities that win attention, admiration, and support from other people; they are qualities that enable one to sell himself to others.

Every successful actor is keenly interested in people; that is why he is able to portray convincingly the various characters required by his different roles. This is also the reason for his being so sympathetic and appreciative of the effects of situation and environment upon an imagined individual that *he feels* the part to the extent of being able to make you laugh or cry.

Your favorite actor would be friendly, because he is preeminently a salesman of *self.* He knows that, if he hopes to inspire a warm and pleasurable response toward himself, he must first give of the quality that he hopes to get. It is, you see, just another application of the old proverb "What a man soweth, that shall he also reap." An actor puts a great deal of energy into carrying his personality qualities over to his admirers, and his love of human beings—natural or developed, but firmly rooted—gives him genuine pleasure in the experience. In short, he lives up to the fondest hopes and expectations of his admirers—lives up to them because of his knowledge of a fundamental law of salesmanship, which is, briefly stated, "Give the customer what he wants/'

I have probably told you several times already that these principles apply in every field of human endeavor. I cannot refrain from calling your attention at this point to an illustration that substantiates that statement:

If you know your English history, you know that Lloyd George was one of the "Big Four" at the Versailles peace conference after the First World War; but do you know that he entered politics in 1890 and continued to be reelected to public office for nearly half a century? When he was asked how he accounted for the fact that he succeeded in staying in public office long after his one-time influential associates had been ousted and forgotten, he said it was doubtless because he had long since learned that it is always wise to "bait the hook to suit the fish." What is that besides seeing the picture from the customer's point of view and becoming a champion of his cause in order to "give him what he wants"?

In the same way an actor is sympathetic, because he knows that there is a "weakness," if you want to call it

that, in human nature that craves sympathy. We want sympathy for our likes or dislikes, sympathy for our interests and points of view, sympathy for our bodily ills, sympathy for our hopes and aspirations, sympathy for our intemperances and weaknesses, and so on down through the entire field of human experiences.

Your favorite actor has good health, for how else could he have inspired your admiration, eagerness, enthusiasm, willingness to listen, and desire to repeat your contacts with him? He enjoys living, and he has succeeded in projecting some of that joy into your realm of existence, where it struck a responsive chord. We human beings are willingly influenced by an individual who apparently succeeds at enjoying life, because that is the very thing toward which we are all striving and for which some of us seek so frantically yet too often vainly. Consequently, the individual who convinces us that he has found and become the possessor of what we also seek has a tremendous influence over us. I grant you that this conviction does not shape itself as a result of logical thinking and reasoning processes; it simply impels us to respond as a result of emotional or subconscious mental reactions to a stimulus that is recognized as desirable. Do not worry about *how* or *why* this works, however; simply remember that the successful salesman and the successful actor *genuinely enjoy living.*

Mentioning the fact that some of us strive for happiness frantically yet often vainly recalls the following:[1]

Charles Eagle Plume, an Indian lecturer, tells of an old Indian who was entertained in one of our large cities. He was taken to the best night clubs, heard the swing bands, and was shown how white men have their fun. He sat through a number of motion pictures. He was

[1] From "The Silver Lining," courtesy of Dartnell Corp., Chicago, 111.

feverishly rushed from place to place and given a taste of modern life in all its phases.

What did the old Indian have to say about it all? Just this: "White man must be unhappy—work so hard for have good time—no have good time at all." This old Indian found more satisfaction in watching the sun go down every evening as his ancestors had done than in rushing here and there as the white man does.

There is much peace and happiness in quiet things—moonlight on rippling water, the glowing embers of an open fire, pine trees whispering together on a hilltop, the silent stars, like flickering candle flames in heaven. The Indian trail to happiness is worth following. There is -healing for jangled nerves and tired minds in the woods, the hills, the singing streams, and the mountaintops.

We said that our actor was doubtless also optimistic. He knows the value of encouraging confidence and freedom from worry or annoyance on the part of his admirer. He would not make the gross error of associating himself with gloom and dire forebodings while in the presence of his public. How do you score in this respect? How would the salesmen whom you know rate on that point? Have you not known salesmen who make a habit of opening their interviews with some remark about the "uncertain times," "merchandising difficulties," or "gloomy prospects" for certain occupational groups? How, then, can they by any logic or reason expect the customer to take a chance on buying and paying his good money for the article that the salesman has to offer them when the future holds only uncertainty and threat of disaster? Naturally, one cannot be blind to trends and tendencies, but certainly no good can come from wearing one's fears on his coat sleeve to worry and frighten those with whom he comes in contact.

Finally, we can agree that our actor friend would definitely be alert and enthusiastic. These qualities would be dependent upon the traits that we have already dis-

cussed, such as good health, love of humanity, enjoyment of work, and freedom from worry. What, then, do we know about the secrets of success in the field of acting? Just this: all these statements and illustrations are simply proof of the fact that *a successful actor is skillful in the art of salesmanship;* he can effectively sell himself—or some alter ego—to his audience and admirers.

Here is just one more example of the kind of human interest and sympathy commonly possessed by people who are successful in the theater: During the filming of a picture in which a famous actress was starred, the director called for a brief rest for the entire cast. The important members of the cast were then served tea. In a far-off corner of the set, all by herself, was a timid old lady who had been employed as an extra. It was near the end of a strenuous day, and the old woman looked tired and worried. Without making any comment, the leading actress poured a cup of tea, carried it across the set to the old woman, and stayed to visit with her while she drank it. This, mind you, was not done as a publicity stunt but purely out of sympathy for the old woman. Attitudes like that are the raw material from which admiration is built.

Political importance.—There is one field of government service in which every individual should be compelled to measure up to an acceptable standard of efficiency in personal salesmanship; this field is the foreign diplomatic service. Nations are judged on the basis of the individuals representing them in the various legations of the world. No "good neighbor" nor any other policy will achieve its desired ends if the representatives of this nation who deal with the officials of other countries are too blunt, too high-handed, too impersonal, too unsympathetic, too impatient,

too self-assertive, or too domineering to win the respect and admiration of these officials.

Far too little attention has been paid in the past to the personal qualifications of the individuals who have been appointed to sell 130 million Americans to the various peoples of the world, with the result that until in very recent years we, as a nation, have scarcely had a friend in the world. We have made some definite progress in the immediate past. Yet even today practically a whole world remains to be conquered in this respect.

The misunderstandings, the enmities, the jealousies, and the rivalries that are allowed by tactless statesmen to arise have often been, and are today, the causes of friction or even war between nations. Here is an illustration from modern history that you may recognize despite the fact that I shall not give names nor mention places:

An ambitious young man was employed as a salesman by a large company doing both a national and international business. As this salesman was skillful in his art, he soon won promotions and was sent to represent his company in a foreign country. While there, he became acquainted with many government officials and dignitaries, was entertained in their homes, and came to admire the life led by the upper classes of this country. This admiration was so genuine that he modeled his home in his own country on the basis of what he had learned while a visiting salesman.

When he had become quite successful and had cultivated a wide acquaintance in his own country, he decided to go into politics; so he sought favor with the party in power, won attention, and was soon appointed ambassador to the very country in which he had acted as salesman, because he knew the language, as well as many of the government

officials, and was known to be an admirer of, and in sympathy with, the people and customs of that country.

As ambassador, he had the privilege of attending a social affair for government officials, a function rigidly bound by tradition and formality. During the course of the evening, the new politician committed a social blunder that caused a great deal of mirth among the other dignitaries and for which he became the laughingstock of official society, much to the chagrin of the visiting statesman. From that moment on this foreign diplomat's attitude changed entirely. His pride had apparently been deeply injured, and he seemed determined to be revenged and to do his utmost to humble the people who had embarrassed him. Whether that became his actual determination or not is, of course, only conjecture; but the fact remains that he soon became foreign minister of his own country, in which position he exerted every influence possible in urging his country to start a war that embroiled this other nation, and both countries suffered disastrous results.

Yes, it is true that wars have been provoked again and again by incidents that proved embarrassing to some official or that caused some diplomat to feel offended, challenged, or insulted, causing him to determine to "save his face." The result would usually be a bloody struggle with tremendous waste, suffering, and prolonged burdens. Nearly all such disastrous misunderstandings could be eliminated if the men in charge of world affairs knew and used accurately principles of human influence and control. Such skills must eventually be mastered and employed if our civilization is to survive.

PROBLEMS

1. List three activities of a social nature that can be classed as attempts at "selling" oneself. (Take these from your own experiences or observations, if possible.)
2. What does a lawyer have to sell? a doctor? a politician? a teacher? a minister? (Be specific, and discuss fully.)
3. What various forms of salesmanship are used in business? (List according to the method employed and the nature of the business.)
4. Give what you consider to be the most important sales problem in the following fields: (1) art, (2) science, (3) theater, (4) politics.
5. What, do you think Lloyd George meant by the expression "bait the hook to suit the fish"?

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CHAPTER XIV

PERSONAL SALESMANSHIP

What have you to sell the public?—Before you try to answer that question, remember this: there never has been another person in the whole world who was just like you! Your heredity, your environment, and your experiences have never been duplicated; your counterpart has existed only in general features and less exact details. You, then, are a new and different product—one that the social, business, or professional world has not seen. The fact that Tom Jones or Mary Smith failed to sell themselves successfully need not affect you in the least, because you are not Tom Jones nor Mary Smith. They may not have had the courtesy, the sympathy, the keenness of observation, the skill of adaptation, the spontaneous friendliness, the eagerness, the poise, the knowledge, nor the judgment that you have.

Your problem, then, is to make the most of the particular assets that you have developed. This necessitates your knowing them, knowing their social or economic importance, knowing what psychological reactions they will produce in other human beings, and knowing what effect their display will produce upon you as a personality. Let us examine some of the assets or characteristics that you possess and in which the public is interested; you must, however, fit yourself into the details of the picture. No one else can do that so completely and so accurately as you can.

1. *Physique.*—Are you small, medium, or large? **If** you are small, do not make the common error of carrying a chip on your shoulder, bristling with defiance, and challenging the world to pick a quarrel with you so that you may show your mettle. Remember that physical size does not indicate mental capacity, and the latter is what counts in human make-up. You must cultivate your many desirable personality traits to the extent that they overshadow your deficiency in size. It is possible, hov/ever, to emphasize what stature you do have through careful attention to your manner of dressing. You should wear clothing with vertical stripes, for instance, which will direct the observer's attention vertically. Care must be used in the selection of your hats, accessories, and shoes in order to accentuate your height.

If you are of medium size, you have no worry with regard to physique, and so you may use all your energies in developing the skills, attitudes, and habits required by your chosen field. People of medium or slightly above average size are fortunate in most respects, as this is the "average man's" world. Yet if you do not fall within this group, do not fret about it nor let it color your attitude toward life, for that is the surest way of calling attention to your deficiency and the best guarantee that you will sap your strength, weaken your personality, and eventually defeat yourself, no matter what your objective.

If you are above average in height, you are indeed fortunate. It is human nature to admire and respect a person who is somewhat taller than the average, particularly if he is well proportioned. That attitude may have persisted in the human race since the time of the cave man or the barbarians, when physical strength was at a premium. Naturally, if you are greatly above the average, your

effectiveness will decrease in direct proportion to the degree of such variance. Under no condition, however, should you try to make yourself seem smaller by stooping or crouching, as that would be disastrous to appearance, form, control, and poise, as well as being thoroughly repulsive to others. Pull yourself up to your full height, square your shoulders, lift your head, habituate this posture, and then forget about your unusual size and go about your business. From the standpoint of dress, tall people should avoid vertical stripes or lines in their clothing, but may wear lines or stripes running horizontally. Be careful, of course, not to overdo your accent on lines or stripes.

2. *Facial features.*—Do you believe that "your face is your fortune"? It can be, regardless of the fact that it may lack a perfect forehead or a Grecian nose or a well-molded chin. In other words, the perfection of each individual feature—or the lack of perfection—is not of particular importance. It is the general *effect* that counts. What you *do* with the features you possess is exceedingly important. The manner in which you handle and hold the mobile parts of the face may well determine your fortune. Is your face the picture of fatigue? disgust? sorrow? anger? fear? Or does it reflect health, cheerfulness, sincerity, enthusiasm, sympathy, and friendliness? Any face carrying these last mentioned qualities, backed up by genuineness of feeling and actions, would be attractive, granted that it was properly and appropriately made up and accented.

Avoid the mistake of thinking that an expressive face soon loses its youthful appearance and becomes lined before its time. This is not necessarily true; but even if it were, is it not better to be enthusiastic and genuine in your

reactions toward life, thereby winning the lasting admiration and friendship of your associates, than to be irresponsive and inactive for fear of "cracking the varnish" on a "dead pan"?

Here is an actual case that illustrates the point: Mrs. *A is* about forty years of age, but her physique and facial features make her seem much younger. When you meet her as a stranger, you admire her and feel that you should like to cultivate her acquaintance. However, you soon learn that Mrs. *A* is so concerned about keeping her youthful-looking face free from lines that she never allows herself to laugh nor even to smile freely. Naturally, she is the "laughingstock" of her acquaintances and has no loyal friends. What, then, we may ask, is she gaining by maintaining her youthful appearance? Obviously nothing; and she is losing everything worth while.

3. *Dress.*—From the standpoint of dress you are permitted a wide range of tastes and practices. We all differ regarding our taste for colors and details of styles, which is legitimate and desirable. You are thus able to express your individuality to a certain degree; however, you must stay within the limits of good taste and conform to general changes in styles. On the other hand, it is not necessary or even desirable to fall for every whim of current fashion, unless you do not mind admitting to the world that you are rather flighty or unstable and have no definite conception of the style best suited to your circumstance and personality.

To be the first to fall for a "fad" is definitely not the prerogative of the working man or woman; that is the privilege of the wealthy, who can wear the garment today and discard it tomorrow. If "faddy" clothes are worn beyond their period of popularity, the wearer becomes undesirably conspicuous.

When planning your wardrobe, keep a basic and becoming color in mind; then build harmoniously around this central theme. In this way a person can dress in pleasing variety without an elaborate or expensive wardrobe. Whatever you buy should be of reasonably high quality and conservative in cut, pattern, and style. This allows for long, satisfactory wear.

Remember that your shoes are a part of your costume and should receive careful attention. In the first place, take great pains to see that the shoes *fit* your feet so that they will be comfortable and add to your vitality instead of annoying you. Keep color harmony in mind and insist on keeping your shoes well shined at all times. See that the toes and heels do not become worn thin and run down.

After all, there is a great deal of satisfaction in wearing good-grade and appropriate clothing at all times. It bolsters one's poise and self-confidence to a desirable degree. The ultimate test of your skill with clothes is the ability to dress so modestly and appropriately that the observer will notice *you* as an individual rather than the gown or "outfit" that you are wearing.

Remember, too, that your *posture* can "make or mar" any costume. Carry yourself to your full height—head and chest up, abdomen in, arms and legs under control at all times. Make a habit of maintaining good posture in order not to feel and appear stiff and awkward when you assume it.

Business dress must never be elaborate or unduly "loud." Clothes must be clean and well kept, so make friends with the laundry, the clothesbrush, and the flatiron. Accessories should blend with the costume. For instance, while in the office do not wear earrings that dangle to your shoulders! Employ common sense and be

willing to err in the direction of conservatism rather than extremism. Strive to be the kind of person of whom it can be said that everyone remembers her charm, but not one remembers what she wore. You should, then, have this asset to sell the public: an unfailing taste for appropriate dress.

4. *Skills.*—Have you ever seen an advertisement in the "Situations Wanted" columns of your newspaper that ran something like this, "Young man needs work. Will do anything"? Of course, you have. Doubtless this young man does need employment; but what can he do? Is he qualified to perform some task that the businessman must have done? Does he think that someone is going to be willing to pay him a salary just because he needs it? After all, a businessman does not run a charitable institution; he is going to hire you and pay you a salary because he feels that by so doing he will make more money on you than you cost him. You must be worth more than your pay.

One great need in this country today is a national plan whereby every citizen who must earn his own living can secure adequate training for the vocation of his choice, or for which he is best suited. Far too many of the people who are now on WPA and other government relief rolls are the kind who can do absolutely nothing but the simplest kind of manual labor. The first question the business world asks is "What can you do?" To this question these untrained people are compelled to reply, in effect, "I don't know." How, then, can they hope to fit themselves into industry? I do not say that this is solely the fault of our educational or economic system. Far from it! Many of these people who need assistance are either mentally incapable of seeing the necessity of learning a trade or

physically unable to do any work. With these I have no quarrel, unless their physical or mental incapacity is due to vicious or careless habits and practices. However, we do have many indigents who are just "lazy," putting it plainly, and who refuse to do anything for themselves or anyone else. I am not concerned with people of that kind in this treatise. I presume you might say that these people are punished for their laziness by remaining forever at a mere subsistence level or in constant poverty.

The individuals for whom this book is intended are those intelligent, ambitious Americans of all ages who are determined to make a place for themselves and who are eager and alert to improve their skills and methods to that end. Regarding your technical skills, be sure that you actually are proficient in their execution. It is not enough to say, when you are applying for a job, for instance, "I have taken a course in accounting." What the business world wants to know is: "Can you keep books? analyze business transactions? interpret financial statements? solve ordinary business problems rapidly and accurately?" If you are not positive that you can perform such essential tasks as efficiently as the seasoned employee, get busy and acquire the skill and the necessary confidence in your ability! May I emphasize this fact: Never kid yourself into thinking that you may get by all right. Insist on knowing your subject thoroughly and mastering your skills to the point of having complete confidence in your ability to perform the task satisfactorily.

Far too many young people in our colleges and vocational-training schools have the attitude that all they need is to complete a course and get a diploma, after which they can step serenely into a well-paying position. This attitude will be quickly dispelled, with resulting con-

fusion and embarrassment for the young recruits—if, indeed, they can survive at all—when business begins making demands on them and they find themselves unable to meet requirements.

In addition to the technical skills acquired in formal training, you must have a rich background of general skills, such as command of language, acceptable social graces, and knowledge of psychology as applied in dealing with other people—all of which are discussed elsewhere in this book.

5. *Attitudes.*—Your general attitudes will have a greater effect on your chances of securing and holding a job than any other single characteristic in your personality. Therefore, check yourself carefully on the following points:

a. What is your attitude toward yourself? The world will evaluate you on the basis of what you give it. If you give the impression of apologizing for living, of having no opinion on current matters, of feeling unworthy of being present in an important gathering, of having no faith in your abilities, or of not daring to call your soul your own, the world will, I am sorry to say, accept your own appraisal. If you have enough foresight and ambition to attempt to improve yourself and are eager to learn how to make the most of your capabilities, then you will be too busy listening, asking appropriate questions, and being genuinely interested in other people's likes, dislikes, needs, interests, and problems to give yourself and your shortcomings a thought.

There are, however, many people who fit into the description of the timid souls that I suggested at the beginning of the preceding paragraph. They should immediately set out on a determined effort to *do something* about their condition. They should realize that if they have some

worthy skills, some sound general knowledge, an inquiring mind, and a generous amount of sincere courtesy, good will, and love for other human beings, they are deserving of recognition and respect in any good American society; and if the group is too sophisticated or too snobbish to recognize that fact, then they should not let it worry them, because it does not represent the kind of people who count in the world's values. On the other hand, guard against overdoing your air of self-confidence, because even a slight overemphasis in this direction may easily give the suggestion of conceit or "cockiness," which is definitely undesirable.

b. What is your attitude toward hard work? We might say, how strongly do you desire to achieve your objective? If you have your aim and purpose in life definitely set, you will not complain about hard work. In fact, your joy and stimulation will be found in working your way up your ladder, one step at a time, gradually approaching the full realization of your purpose. Do not object to spending the major part of your waking hours in furthering your vocational requirements. You should rather be jealous of the time and energy spent in any other activity.

I know a number of people in business who are "bored to death" with the routine of the business day and can scarcely bear the thought of spending 8 hours a day on the job. Such an attitude not only dooms the individual to mediocrity in accomplishment but blights his outlook on life, ruins his disposition, injures his health, and generally lowers his personal effectiveness. These people have done one of two things: they have either allowed themselves to become pessimists and to see only the disagreeable and gloomy side of their duties, or they have chosen the wrong Vocation. Once you have chosen your line of work, compel

yourself to like it! Life is too short to permit your spending 8 hours a day at something you hate to do. It certainly would be a gloomy prospect for your future if all your joy in life had to be wrung from the few leisure hours outside your working day.

c. What is your attitude toward your fellow workers? Anyone who works alongside other people, whether in an office or in a mercantile establishment, has some definite obligations toward his co-workers. He must not carry his personal troubles and worries to the office and there review them in order to get sympathy or advice from others. Every other employee has a right to freedom from any kind of interference on your part, and you should expect the same treatment in return.

Are you willing to cooperate with your associates and with your superiors? There is perhaps nothing that reflects more unfavorably upon an employee than the practice of "backbiting" his firm or fellow workers. While working for a firm, the employee should try to promote that firm's best interests in every legitimate manner. Notice, however, that I used the word *legitimate.* Occasionally, one finds a firm that expects its employees to practice questionable methods in carrying out its business. In such cases, and in normal times, the best move the employee could make is to change his employer. In unstable times, however, one may be compelled to make the most of the condition for some time.

d. What is your attitude toward the public? Anyone following business or the professions as a vocation is directly dependent upon the public for his livelihood. The public supports you because of the value of the service that you render. Do not think of yourself as being superior to the group which you serve, as this will cause you

to adopt a condescending attitude, and this, in turn, will be sensed and resented by your customers. It might be encouraging to remember that he who serves best profits most. In fact, the only way in which you can increase your income in business is to increase the value of your service. The public demands services of all kinds, and if you can meet the demands, you are rewarded in proportion.

6. *Ideas.*—Your immediate as well as your ultimate value in business depends a great deal upon how alert you are, from the standpoint of observation and imagination, in furnishing ideas that are practical and progressive. No business can remain the same today as it was yesterday and still expect to be operating tomorrow. New products, new methods, new uses, and new customers are always appearing, and so the businessman is compelled to keep growing in his capacity to handle the varying situations. Remember that from the angle of knowledge and skill you are never static; you are either forging ahead or sliding back; you must work to keep even, and struggle to move ahead! Study the methods of your business, consider its needs, know human nature, and employ common sense; this should go a long way toward furnishing you with ideas that are practical and reliable.

7. *Ideals.*—Ideals are to the individual what blueprints are to the carpenter or what the chart and compass are to the mariner; they keep him on his course despite cross-winds and detours. Ideals help to heal wounds, both physical and mental, and breathe life and energy into thin-worn spirits. Your ideals will give purpose to your activities, direction to your ambitions, and harmony to your attitudes.

We might define the term *ideal* as follows: An ideal is

that ever-present urge, hope, purpose, longing, and desire to obtain for oneself the realization, or general effect, of some condition, position, or object. Ideals may be good or bad, as judged by moral standards. Naturally, it is true that unless your ideals are legitimate and desirable from the social standpoint, your- efforts to achieve them will sooner or later come into conflict with society's rules of conduct, and you will find your efforts and energies wasted.

Choose, then, ideals which will be worthy of your best efforts, which are in harmony with the accepted behavior of your generation, and in which both you and your associates may take just pride. In short, the selection of your ideals may determine whether you follow a life of disappointment, defeat, and regret or one of self-respect, joy, and achievement. What ideals have you to sell?

8. *Personality and character traits.*—Finally, you have all the individual personality and character traits to sell, traits that are to some degree present or that can be developed in every human being. You will find them listed in Chaps. Ill and IV of this book, and I should like to encourage you to reread those chapters often for the purpose of checking and measuring your progress in connection with developing the desirable qualities in which you may be weak or lacking, and for eliminating or minimizing any undesirable or harmful habits or attitudes.

It is often true that our undesirable habits, traits, or attitudes are of such long standing that we are not aware of possessing them. Therefore, we must be fair—yes, even severe—in checking and criticizing ourselves against such a list of desirable traits as has been mentioned. You can do this by yourself if you make a sincere effort. However, if you have some friends whose judgment and honesty you trust, it is an excellent plan to have them rate you on sev-

eral desirable qualities, because, even though you feel convinced that you possess these qualities, you may not be expressing them so that others are aware of them, and this is a good way of finding out which ones you need to strengthen.

9. *Sound mental health.*—Let us assume, then, that you have or will develop all these desirable qualities, which you can sell to the public and which will make you an effective employee. But here is another important consideration: What provisions are you making for maintaining and developing these qualities? Are you sure that you will continue to grow, or will you reach a "plateau," stay there for a short time, and then begin to deteriorate?

In order to guarantee your steady progress, you must observe to the letter the caution to *build and maintain a healthy mind.* You cannot dispute the fact that your mind is the real *you.* Any change in your mentality changes *you* to that very same degree. In order to become the best *self* of which you are capable, apply and practice the following rules from this moment right on to the end of your days:

a. Try to obtain perfect physical health. A fair or second-rate condition is not good enough. This old adage is still true: "A sound mind dwells in a sound body."

b. Eliminate fear, envy, hatred, anger, revenge, and worry from your being. These emotions defeat one's best efforts.

c. Think in terms of other people's interests, needs, problems, likes, and dislikes, thereby forgetting yourself and your complexes or conceits.

d. Think and decide for yourself on matters in your own environment and dare to be different if it is for your best interests.

e. Have faith in your own abilities and in the worth of your fellow men.

/. Face realities with courage and confidence, no matter how difficult that may seem at present. Conditions are not improved by your running away from them, nor can the contents of any bottle solve, clarify, or alleviate matters one particle. Determine to "see it through" and correct your circumstances if they are undesirable.

g. Change daydreams into realities as soon as possible. Lazy and incapable minds seek refuge and revel in daydreaming, but the strong make their dreams come true.

h. Cultivate a variety of interests and hold on to your enthusiasm for living.

i. Try to make life more worth while for your associates.

j. Be sincere, genuine, cheerful, friendly; in short, be sure that you really like other people.

10. *Selling yourself.*—You have heard it said that, if you build the best mousetrap, the world will beat a pathway to your door. Yes, the world will demand the thing you have to sell *if* it is superior and *if* you let the world know what you have. It makes no difference whether you are selling products or character traits, you must "put them across" to the public. You may be a very capable stenographer, an expert bookkeeper, an excellent salesman, or a competent teacher; but if you fail to sell these skills properly, if you "hide your light under a bushel," your talents will be of little value to you. Virtue is not always its own reward. Every good product must be brought to the attention of the people who need it before a sale can be made.

You must, therefore, promote yourself legitimately. You must first make sure that you possess the many desirable qualities that we discussed in Chaps. **Ill** and **IV;** then,

when you have set your objective and chosen your course, you must bring the particular qualities that you possess to the attention of the proper people. You must use enough personal showmanship to get attention, and it must be done in such a way that it brings you favor and credit. Do not simply "show off." Have a reason for every move.

You may now be wondering just *how* you can display and sell yourself to the best advantage. That is up to you, as your method will be dependent upon your equipment, your objective, and your market. Be alert to observe the methods used by others in promoting themselves and select, vary, adapt, invent, and apply them to fit your needs. Try also to give the impression of modesty. This can be accomplished most safely if you are genuinely sincere, courteous, and considerate. If you decide to establish a "trade-mark"—by assuming a certain attitude, by engaging in a particular activity, by adopting a distinctive style of dress, or by promoting a reputation for individuality—be certain to figure the costs as well as the gains. If you have some well-developed talent in some other field, use it for getting attention. When trying to put yourself and your ideas across to someone else, appeal to them in as many ways as possible.

Here are a few illustrations on this general theory that may prove helpful: (1) A young woman who was interested in securing employment as a secretary in a certain firm arranged to sing some solo numbers at the Rotary Club luncheon where her prospective employer was in attendance. She then made a personal call that very afternoon, was recognized as the soloist, and got the job. (2) A young man who was employed as a typist in a large corporation learned that his boss was interested in collecting stamps, and so he immediately contacted a friend of his

who was employed in the correspondence department of a large bank and arranged to receive the stamps from material mailed by banks in South America. He then gave these stamps to the boss, when the occasion arose, and soon became a welcome visitor at the office. Today this young employee is director of correspondence in the corporation. (3) A tire salesman whose territory covers the northwestern part of our country adopted the "trademark" of wearing western clothes whenever he called on his customers. He says that this has proved of great advantage to him, for he is immediately recognized as "the man who sells————tires."

PROBLEMS

1. List your personal assets that would be of value in securing employment as a secretary, as a retail salesman, as an accountant, as a teacher, as a chemist, as an engineer, etc. Be specific and be able to give definite reasons for your selection of the qualities mentioned.

2. List your undesirable traits or your shortcomings as viewed in relation to the various occupations mentioned in problem 1. Can these handicaps be overcome? Can the undesirable traits be changed or improved? What are you actually doing about them?

3. Analyze your attitudes toward yourself. Do you consider yourself inferior to others in your group? less attractive? less worthy of attention or promotion? less able or skillful in your vocation? Are you unduly retiring? timid? apologetic? irritable? Why do you allow these attitudes to dominate you? The chances are 100 to 1 that you have no more reason for entertaining such attitudes than the average person, who seems the very opposite of yourself. What are you doing to insure a change of attitude? What progress have you made? (Answer these questions fully and honestly to yourself.)

-4. Are you the opposite of the person suggested in problem 3? If so, are you certain that you do not overestimate your worth? For instance: (a) Are you impatient with other people? *(b)* Do you resent other people's taking your time to express their opinions? (c) Do you enjoy showing others what you own or what you can do? *(d)* Are you

offended if others do not give you attention and cooperation? *(e)* Are you envious of those who have more wealth, more leisure, or better positions than you? (/) Do you dislike being put into a situation requiring you to help others? If you should honestly answer yes to these six questions, the chances are that you are considered egotistical, overbearing, self-centered, or even snobbish by many people. You then need to cultivate a genuine interest in other people and their affairs, thereby forgetting yourself to a greater degree. Maintain your self-confidence, however, and continue to be cheerful and optimistic; yet you may need to develop consideration, courtesy, and genuine liking for other people.

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CHAPTER XV

PRACTICAL SALESMANSHIP

A problem of influence.—You have heard the old expression that claimed that salesmen are born, not made. To substantiate such a claim, the writer would usually go on to point out a number of cases in which, perhaps, a high school boy who was none too bright in his school work had made a brilliant record as a salesman, whereas the outstanding college graduate, a member of several honorary societies, failed miserably at an identical sales job. These cases, then, were supposed to prove the accuracy of his statement.

We know today that salesmen definitely are *not* born, but *made* successful. Naturally, it is true that one person may be born with such personality traits or tendencies as will work to his advantage jn the field of selling, because in this field one human being deals face to face with another; and the salesman who has acquired the knack of dealing with others in a pleasant, sincere, sympathetic, and generally effective manner will be able to influence them to accept his goods more readily than could a salesman who is impersonal, unfriendly, impatient, snobbish, conceited, and generally intolerant.

So-called "born" salesmen are usually not scientific in their methods. They may fail in making a sale that a salesman with a knowledge of scientific methods would be certain to conclude. They make a fair, or even good, sales record if it happens that conditions are just right; yet,

they do not know why they succeed or why they fail. In the long run the salesperson who knows and applies scientific practices and procedures as they have been developed today will outdistance the "born" salesman, because he does not need to depend upon some peculiar "gift" of nature; he commands nature, in all its phases, to work for him.

The point of the whole matter, however, is this: The traits, attitudes, and skills that are essential for success in the field of selling are simple enough to be mastered by the average individual if he applies himself with enthusiasm, determination, and perseverance.

Definitions of salesmanship.—It may be well to consider a definition or two at this point. In Chap. XIII we stated: *Salesmanship is simply the ability to induce other people to accept you, your ideas, your enthusiasms, and your products with willing, sympathetic, or even enthusiastic approval.* You will notice that according to this definition the sales field is a broad one, indeed. You use salesmanship in every activity in which you may engage, whether of a personal, social, or vocational nature.

Many students are somewhat surprised at this point to learn that these principles apply to every phase of their living, and they ask, "Then why haven't we been taught these principles before?" The answer is doubtless that salesmanship is a comparatively *new* science, and we are only now coming to realize its general value and importance. In fact, only a small percentage of the men actually engaged in selling have studied scientific courses in salesmanship, and that is the very reason one sees so much bad selling in the country today. The only reason for their having been able to get along at their jobs is that the manufacturer has spent millions of dollars in national

advertising in magazines and over the radio, and the American public is intelligent enough to gather most of the facts for itself. Our standards of living have been such that we have been looking for something to buy for our personal convenience and enjoyment. In far too many cases the salesman has been merely the "intermediary" or the "order taker." The one who "happened" to be most favorably located or who had some other positive advantage got the major part of the business, but likely did not know why.

If I could specify the courses that should be required of high school seniors and of every college student, I should include a course in *salesmanship for vocational and personal use* at the head of the list; and I know that when the students got out into the world of affairs, they would be grateful for having been held to the requirement.

Here is another definition, however, that we should consider: *Salesmanship is the art of influencing others by a sympathetic exchange of ideas, convictions, enthusiasms, and points of view concerning a certain condition, practice, or product, with mutually satisfactory results.* You will notice that this definition agrees with the general theory that we have been covering, from the standpoint of the other person's participation. Salesmanship is a *mutual* problem; your customer must be given his "say" in the matter, and you must take the customer's situation into consideration. This exchange must be done on a smooth and friendly basis, and the results must be *mutually satisfactory.*

The old idea of what constituted a good salesman is definitely undesirable today. You have probably been told that a good salesman is one who can compel a customer to buy something that he does not want and does not need. That is not salesmanship; that is polite rob-

bery! Our business ethics have been steadily improving over a period of years, and the prospect is that this trend will continue to gain momentum in the future. Therefore, the salesman of the future will need superior skills in the broad field of human relationships. He will stand or fall on his own merits. He will need a definite, positive, and desirable philosophy of life.

We might give a third definition of salesmanship, one that is probably a bit narrower in its application and therefore can be stated more briefly: *Salesmanship is the ability to remove ignorance, doubt, suspicion, and emotional objections concerning the usefulness of a product.* This definition, you notice, apparently applies exclusively to the selling of products. That is not necessarily the case, however, because no matter what you may be attempting to sell—ideas, attitudes, convictions, services, etc.—your problem would first be that of removing such negative obstacles as the customer's ignorance in the matter, plus his emotional objections associated with it. In other words, if the customer knows as much about your product as you do, sees how it will benefit him as clearly as you do, and can find a way of meeting the financial requirements at the present time, he will be well on the road to becoming a user of the product; in fact, if he has been educated to the point suggested, he will be fully as enthusiastic about the product as you are, and your *sale* is made.

The salesman's problem varies, then, according to the degree of knowledge possessed by the customer. With a new product the salesman has the entire ground to cover, and his job would run something like this:

1. He must make the customer aware of his need for the product.
2. He must arouse the customer's desire to fill this need.

Who is the actual buyer? The salesperson is often required to convince two or more people in selling one item. She must tell an interesting story of uses, benefits, and satisfactions.

3. He must convince the customer that this product will meet the requirements of this need.

4. He must induce him to act to satisfy this need.

Every sales problem falls into a pattern of about five steps, which we might call *steps to be covered in making a sale:*

1. Get the prospect's *attention.*
2. Arouse his *interest* in your product.
3. Develop his belief, or *conviction,* in your product.
4. Create a *desire* for your product.
5. Secure favorable *action* toward your product.

The manner in which these five steps should be covered will be thoroughly discussed in the next six chapters.

Opportunities and rewards in salesmanship.—The student who has not already chosen a vocation to follow would do well to examine the opportunities in the field of selling. As you know, there are an endless number and variety of products to be sold, and as civilization advances, the volume will increase rather than diminish. Science is discovering and inventing new materials every day, and with them come new uses, applications, and benefits, which in turn require new channels of distribution. This is where the salesman fits in.

Salesmanship is a profession in which a person may use all his knowledge and skills. It enables an individual to deal with all kinds of people; consequently, one never grows stale, and the job does not become tiresome. The salesman in many cases is his own boss and is allowed to practice all the ingenuity of which he is capable. Salesmanship is a vocation that challenges a spirited person to compete with, and improve upon, not only his own record but the record of others. In this field *there are no limitations or handicaps but one's own ability.* If you are capable, there is jio limit to your advancement.

The salesman is more likely to be paid according to his capacities and skills than is any other vocational employee. The reason for this is that his sales are made a matter of record, and the figures are there to prove his efficiency. In most cases the salesman is also paid on a commission basis, or on a salary-plus-commission arrangement, so that the more he sells the more he earns. It has often been said that the good salesman can write his own check.

Naturally, it is true in the field of selling, just as it is in every other vocation, that to get to the top one "must have what it takes/' as the expression goes. You can't hope to succeed brilliantly in salesmanship or in anything else unless you "know your stuff." There certainly is no royal road to fame and fortune via salesmanship nor any other vocation. One gets out of life and his vocation just what he puts into it—nothing more. However, if he makes the right kind of investment—intelligence, enthusiasm, hard work, sincerity, time—he will reap high dividends on what he has put into his job.

One's chances of getting started in a sales job are better than in practically any other vocation. Just glance at the classified section of your Sunday paper and notice the number of opportunities for people who can sell. They are always in demand. This is not an advantage to be considered lightly.

A salesman's daily work cultivates qualities of leadership, initiative, and decision, which make him excellent "timber" for official positions in the firm. The executives in most large mercantile firms are former salesmen who have proved their ability to sell goods over the counter or on the road.

There are still other rewards and satisfactions that come to the salesman, and these deserve our attention and con-

sideration, because success is not measured in dollars alone. Some of these other rewards can contribute more to the satisfaction of living than the mere piling up of a hoard of money or useless products.

The salesman has an opportunity to meet people from all walks of life and to get their ideas on all the problems of existence. This enables him to judge and evaluate his own place in the scheme of living; it broadens his outlook on life; it develops an understanding of human beings, which can bring him a great deal of personal satisfaction.

In meeting these various people over a period of time, the salesman naturally cultivates a large number of friendships, which become a source of enjoyment for the rest of his life. He has the opportunity of giving friendly assistance and counsel on occasion, which gives him the feeling of being of some use to his fellow men; it lifts him out of his narrow environment and places him with the active forces for alleviating the tribulations of others.

Finally, there is the salesman's satisfaction in knowing that he can match his wits with other capable people and succeed in securing their approval and acceptance of his product. This knowledge builds self-confidence and tends to overcome any feeling of shyness or inferiority; hence, his self-estimate is improved. In short, he develops a certain "love of the game," no less real and satisfying than that experienced by the participant in a game like football or basketball—a genuine reward, indeed.

Choosing your sales field.—Assuming that you have now decided to enter the field of selling, you will still have some decisions to make. You will, for instance, be compelled to determine the particular type of selling you should do; that is, do you want to sell behind the counter in a retail store, or do you prefer to travel on the road? If you de-

cide to sell behind the counter, do you want to sell "staples" or "specialties"? Staples are generally thought of as being those items of merchandise that are necessary for day-to-day existence; specialties might be defined as articles that are not absolutely essential for an individual's well-being.

This should not be taken as an absolute definition, however, as it is true that many of our so-called staples of today were specialties a comparatively short time ago, and many of the specialties of today will be considered staples tomorrow. The reason for this shift of classification is our ever-changing standard of living. As civilization advances and our horizons and wants are enlarged, we come to consider a greater variety of goods essential to our daily lives; and when we accept them as minimum requirements, they are thought of as being staples despite the fact that they may have been considered specialties only yesterday.

As you have gathered, then, it is true that there are both staple and specialty goods in whatever type of selling you might choose—retail or wholesale. I referred to wholesale selling a moment ago as "selling on the road," because most wholesalers employ traveling salesmen to secure their orders from the retailer, the man who sells over the counter to the user or the consumer.

There are still other types of selling. You may wish to sell services, such as life insurance or advertising. In this case you may combine the methods and practices followed by the retailer and those employed by the traveling salesman. That is, you may have a stationary location—an office—comparable to the retailer's place of business, and yet you may be compelled to go out "on the road," so to speak, for much, or most, of your business.

Selling services, such as those just mentioned, requires the most specialized kind of selling, because the salesman does not have the aid of a tangible product that the customer may see, hear, feel, smell, or taste. True, he can hear what you say about the benefits to be derived from the plan, and he can see the figures that you compile to prove your argument, but the actual rewards to him are somewhere in the future. He is required to exercise his own imagination, a problem that must be directed for him, step by step, by the salesman. Yet, no matter how skillful the salesman may be, he may have difficulty in transferring the exact picture that he possesses in his own mind into the mind of the customer. This type of selling, then, offers a real challenge to the salesman; the rewards are high for the successful, but the fainthearted will be likely to fall by the wayside.

Choosing the product.—What particular product would you be interested in selling? Would it be a low-priced or an expensive item? What amount of competition would you have? These are some additional questions that the salesman must face in making his selection of a sales field. Naturally, a person's interests, background, ambitions, and immediate opportunities will play an important part in making such decisions, but he must always consider the possible demand for his product in the area that he selects. This, in turn, would be dependent upon the cost of the item and the financial capacities of the people who would become his customers.

The question of competition is one that worries many salespeople—retail and traveling salesmen, alike. Naturally, the only way in which one can avoid having competition is to be the exclusive dealer in an area for a totally new product. This may be possible for a short time, but it

is certain that, if the product is a success, one will have some competition, at least from near-by dealers of the identical product.

Competition should not worry one too much, however, as some of the most successful selling is being done in the face of what might seem to be hopeless odds in that respect. One must know his salesmanship more thoroughly than the next fellow and be a little more modern, more aggressive, more accommodating, more friendly, and more efficient than his competitor. Competition flourishes in every line of human endeavor, but the skillful are able to overcome it.

Marketing methods.—Every salesman should be familiar with the "course" through which his product travels from the time it leaves the manufacturer or the producer until it reaches the consumer. There are generally four different "channels of trade," or routes taken by goods in the course of distribution, which might be listed as follows:

1. Manufacturer (or producer) to wholesaler to retailer to consumer.

This plan is the one that is the most commonly followed by the largest number of items and is sometimes called the "orthodox" plan.

2. Manufacturer (or producer) to retailer to consumer.

Where this plan is followed, the number of middlemen is cut to one, thereby limiting the number of profits to be taken but also cutting down on the number of services that might have been rendered. Cutting out one middleman does not necessarily mean that the price will be reduced to the consumer; the price factor would be dependent upon the volume that the retailer could handle in this case, plus the number of services the product might require, etc.

3. Manufacturer (or producer) to consumer.

The farmer who sells his crops directly to the consumer would be an example of this channel of distribution. In the industrial field this plan is not commonly used, as it would mean that the manufacturer would also be compelled to operate his own retail stores or to have salesmen who would sell from house to house. There are, of course, a number of manufacturers who run their own stores.

4. Manufacturer (or producer) to broker (manufacturer's agent) to wholesaler or jobber to retailer to consumer.

This might seem like a somewhat circuitous route, but some products are of such nature that they require a number of extra operations that the manufacturer is not always equipped or in a favorable position to perform. These middlemen may, for instance, perform such necessary services as sorting, assembling, storing, repacking, shipping in small lots to retailers, extending credit to the retailers, and assisting the retailers in the sale of the product to the consumer.

As was suggested under point 2, one often hears the remark that, if all the middlemen could be eliminated, the price of the product would be cut in proportion. However, our discussion under point 4 shows us that these middlemen perform a variety of useful services and are actually a necessary and efficient part of the distributing system. Their most important function is likely to be that of being able to store large quantities of goods and to distribute them in small quantities to a large number of retailers throughout the country.

The products handled by the wholesaler are probably manufactured by dozens of manufacturers, and by his assembling, storing, and distributing these items when and

where they are required, he is able to sell them to the retailer at a lower figure than the individual manufacturer could afford if he were compelled to perform the same service with his one line of goods.

The salesman should know which channel of trade his product follows, as this will assist him in explaining many points that may arise in discussing the product while making the sale.

The territory.—Whether a person decides to enter the field of selling as a retailer or as a traveling salesman, he will be required to know his territory very thoroughly before he decides to locate there and to become still more familiar with it after he has made his selection of location. Every salesman must know the needs, interests, likes, dislikes, attitudes, and financial capacity of the territory that he serves.

It would be useless, for instance, to attempt to sell Rolls-Royce cars to farmers, windshield defrosters in Miami, or hurricane insurance in Montana. The goods that one attempts to sell must be carefully chosen to fit the needs, requirements, and preferences of the people in the territory that he serves; otherwise, it is obvious that no matter how skillful one may be as a salesman, he will make no sales.

We in the United States learned this lesson a number of years ago when we were trying to increase our trade with the Latin-American countries. Our exporters shipped the same brands of goods, in the same color and size of package, and recommended the same uses as those demanded by the consumer in the United States. The result was that we could not compete with English and German firms, because these foreign companies had taken the trouble to learn what the Latin-American consumer wanted and to give him what he sought. In other words, we did not

know our trade territory and committed the blunder of not trying to learn about it before attempting to make sales. Some of our exporters even attempted to sell goods in Brazil with titles, descriptions, and instructions printed in Spanish! This was naturally taken as a direct insult, because the language of Brazil is Portuguese.

The firm.—Unless the salesman also owns his firm, he will have the additional obligation of knowing the organization for which he works. One of the first requirements in this connection is knowing the spheres of authority. There is nothing more demoralizing for any employee than to find that he is bossed by several individuals, each, perhaps, giving conflicting directions. The employee must determine to whom he is responsible if this has not been made clear to him at the time of employment. Naturally, this is the responsibility of the personnel officer, but there are many circumstances requiring a salesman to exercise his own initiative in clarifying these very facts.

Just the other day a salesman friend of mine told me that he was about to sever his relations with his company because, he said, "I never know where I am." He went on to explain that again and again the owner of the firm will tell him what policy he must follow under certain circumstances, and the sales manager will give directly opposite directions. Consequently, the sales force becomes just a group of bewildered individuals who scarcely know what to expect next. No salesman or any other employee can do his best under such conditions. All this might have been avoided if the salesman had sought a definite understanding concerning "lines of authority" in this firm in place of trying to please both parties and worrying about the outcome.

Every firm has a record of existence, which can be called its "history." The salesman should know this history thoroughly. He should know how the firm came into being, why it was located in that particular place, who the founder was, what his early policies were, and something about his struggles and achievements up to the present time. Why? Because this material can often be drawn upon in convincing the customer of the desirability of the product or the service or the promise, for instance.

The history is not all that the salesman needs to know, however; he must know the names and addresses of the present officers, the members of the board of directors and any prominent stockholders. He should know the size of the plant and the volume of business handled, the number of employees in the firm, the territory served, and the names and addresses of the firm's best customers. He must know exactly how to interpret the company's wishes concerning certain policies of long standing, such as its policies concerning price, discounts, credit, adjustments, delivery, service, advertising, employment, etc.

How many salesmen of your acquaintance are informed on all these points? Unless they are, they are likely to be somewhat slipshod and inefficient. Naturally, it takes time to become familiar with such details; but remember, prospective salesman, that you are about to enter a scientific and highly systematic profession, and so you must be prepared to pay the price of admittance. No doctor or lawyer decides to enter his profession today and starts to practice tomorrow; he must travel the long and tortuous route of learning; so, too, must the modern salesman.

PROBLEMS

1. Among the salesmen you know who are over forty-five, about what proportion believe that "salesmen are born, not made"? What proportion of the younger men hold that view? Give your opinions concerning this difference.

2. Copy a definition of salesmanship from three different sources and discuss their similarities and differences.

3. Give examples from your own acquaintanceship concerning the opportunities and rewards in the field of selling.

4. In what particular field of selling are you most interested? Why does this field seem the most desirable to you? Discuss.

5. Can you add any items of information which apply to the points discussed and which the salesman should possess in addition to those listed in this chapter?

6. Ask a salesman with whom you are acquainted how he learned the details of his company's history, and report to the class.

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CHAPTER **XVI**

KNOW YOUR PRODUCT

The importance of knowing your product.—With the possible exception of a desirable personality, the most important requirement for success in salesmanship is *knowledge of the product.* There is absolutely nothing that can be substituted for this requirement, and no one can relieve you of the task connected with securing it. You either have the knowledge, or you don't; with it you can succeed, and without it you are certain to fail.

A complete and thorough knowledge of your product is an essential for these reasons: You cannot possibly be thoroughly "sold" on your product unless you know it "from A to Z"; unless the salesman is completely "sold" on his own product, he will have but little success in convincing anyone else of its desirability. A complete knowledge of the product will aid one in overcoming other weaknesses and minor handicaps that might be, and often are, present in the salesman's general make-up. After all, no human being is perfect, and a thorough and well-organized reserve of pertinent information is about the surest way of being able to stand the severe test of ability that is placed upon the salesman by the critical public. Knowing your product will enable you to judge how to approach your customer most effectively according to his particular requirements. You will be able to paint your picture from *his* point of view.

You would not, of course, make the error of a young man who was employed by a large exhibitor at one of the recent world's fairs. He had been hired with a group of demonstrators and trained to give the visiting public information about the various models of the manufacturer's product, and he had been impressed with the fact that he must be able to answer any question that might be asked of him by an interested visitor. Notice that he had been given an adequate course of training before he was sent out on the job. His employer did not expect the impossible from him, but the company was determined to be represented as well as possible. A short time after the first group of young men had been assigned to their places in the exhibit, the supervisor directed one of his experts to mingle with the crowd and pretend to be an interested spectator, in order to check on the knowledge of these demonstrators.

The expert was soon attracted by one young fellow who seemed to be entertaining his audience successfully; so he listened for a while and soon began asking questions. It did not take him long to discover that the young man was very glib in his replies and seemed to know all the answers. The only "catch" was that he was not telling the public the truth! The expert had him tripped up in no time, and he lost his job—not only with the exhibit, but with the firm, for which he might have worked for the rest of his life, as he had been selected and trained with that understanding.

The point of this illustration is obvious. This young man had shirked his studies; therefore, he did not "know his stuff" when the test was applied, and so he tried to bluff his way through by giving some immediate and glib response, which probably led some people to believe that

he was telling the truth but only revealed his shallowness to others. If he had succeeded in actually selling the product to a user under such circumstances, it would not have been long until the salesman's erroneous information would have become apparent to the buyer, with disastrous results to all concerned.

How often have you had the experience of asking a salesman a question concerning the product that he was selling, only to find that he did not have the slightest notion of the facts in the case? If you live in the average American city, you have had this happen numbers of times. Did you buy the product concerning which you could secure no satisfactory information? Of course not—that is, not if you could buy a similar article elsewhere.

A friend of mine told me a short time ago that he had planned to buy a new car of the same make as the one that he was driving, but he had heard that the defense program had compelled the automobile manufacturers to use a number of substitutes, and so he asked the salesman just what changes had been made. "Now this, mind you," he went on to say, "was after the new models had been out for about a month, and they had all the dope on them." The salesman began to mention the obvious—plastic dash, changes in trimmings, etc.—but he had no idea as to what changes, if any, had been made in the mechanical parts of the car. The result was that this customer called at a competitor's showrooms, got the information he wanted, and bought the other make. This is just another example of the fact that the sales go to those who know their product.

Let us consider just one more illustration concerning the salesman's knowledge of his product. A few months ago, deciding to buy two extra tires, I went to the firm that

handled the particular brand that I thought I might prefer and stated my mission. The salesman located the proper size of tire in the rack, looked at the serial number, and then consulted his price manual. After he had searched for some time, he finally announced the price of that particular model. "But," he said, "we have a better grade of tire here. It sells for—" and he quoted the price of the superior grade. Well, I do not pretend to be an expert on tires, and so I asked him just what the differences were in those two tires. "Well," he drawled, "this one has a different tread"—a fact that was perfectly obvious to anyone taking the trouble to look. "But," I suggested, "isn't there some more material difference in the two tires to warrant that spread of price?" Then he rather timidly ventured the notion, "I suppose this one has more rubber on it."

His tone of voice and manner were totally unconvincing, and, since he was unable to answer several other questions that I asked about his product, I left with the statement that I was undecided as to what make of tire I wanted. I then went immediately to a firm selling another brand of tire, asked some of the same questions, received courteous and thorough replies, was convinced of the fact that I was getting my money's worth, and bought the tires from the second firm.

Incidentally, this second salesman could tell me that the major reason for the variation in price of the two grades of tires was the difference in the material from which the fabric was woven. The cords in the better grade tire are made from Egyptian, or long-staple, cotton, which materially increases the life of the fabric, making a safer and more durable tire. He also gave some other plausible reasons for the difference in price. In short, he convinced me

that he knew what he was selling; he was thoroughly "sold" on the product himself, and I caught some of his enthusiasm. I am certain, however, that, if the first salesman had known his product as well as the second one did, I should have been saved the trouble of looking further because the second salesman had no other qualifications that would have given him any selling advantage.

What you should know about your product.—At this point you are doubtless wondering as to the specific nature and the general limits of the information that you should possess. Consider the following:

1. Know the *history* of the article. How long have articles of this kind been manufactured? Where did they originate? What were the original uses, and how have these uses changed? How was it first introduced to the public? In what volume was it put out originally? What is the present volume? What improvements have been made? Why were these desirable? What group of people were early users? Who are its users today?

2. Know the history of competing articles. Do the histories run parallel? How do they differ? What caused this difference? The salesman does not, of course, bring up the subject of his competing article, but he must be armed with the information in order to answer the customer's questions in this connection.

3. Know the history of methods of manufacturing the article. How was it originally produced? Why was this method used? What changes gradually took place? How is it being manufactured today by your company? What are your competitors' methods?

4. Know the sources of the raw material used in the manufacture of the product. Where is the raw material found, raised, extracted, or mined? What quantities of

the material are available? Are there any other sources available? What are the future prospects for supplying the needs? What difficulties are encountered in securing the material? How is it transported?

5. Know what is involved in the cost of securing the raw material. Who owns the supply? What methods are necessary for securing it? How much manual labor is required? Is a cheaper supply available? What is the difference in the quality of this supply? What transportation problems are encountered?

6. Know the present methods of manufacturing the product. In some cases this knowledge would involve such a variety of facts that the surest way of securing the information would be to visit the factory. That is always a wise move for every salesman, anyhow. If this visit should be impossible as a prerequisite to selling, the information must be carefully and thoroughly studied from material furnished by the manufacturer. A knowledge of the methods of manufacture would include such items as the location and size of the factory, the number of branch plants, the number of employees in each as well as the total number, the kinds of machines used, and the methods of assembling.

7. Know the methods of testing the product. What scientific devices are used? Why are these tests applied? How do these methods compare with those used by other manufacturers in this field? Do these tests compare favorably with those made by independent scientific groups, such as Consumers' Research, Inc., of Washington, N.J.? What are the results of tests made by users of the product?

8. Know the methods of packing and transporting the goods. What are the advantages of the type of package

used? What changes have been made in this respect? What precautions are taken in packing the item for shipment? What means of transportation are used and why?

9. Know the trends in style or customs and their effect on the product. Is the product designed for long- or short-term use? Is it adaptable to seasonal or other uses? What precautions have been taken against its becoming obsolete?

10. Know thoroughly all the possible *uses* of the product. What are its primary uses? What might be considered secondary uses? Is there any new trend in the application of its usefulness? How are your customers using it? What benefits are being derived from certain special applications, services, or combinations of uses?

These are ten suggestions of what the salesman should know about his product. I might go on to mention additional details, but the intelligent salesman can supply them for himself. Let me repeat that the successful salesman is the one who has all this information available for introduction into his sales talk when the opportunity or the necessity arises. Remember that *knowledge is power,* as the adage says, and that the salesman is compelled to fall back upon his fund of knowledge numerous times every day. He makes use of it for securing attention, for arousing interest, for producing conviction, for creating desire, and finally for impelling the customer to act. He uses it for overcoming all sorts of objections, from price to family aversion. In short, knowledge of the product is the salesman's "stock in trade."

Salesmanship, remember, is a highly desirable vocation; no sales manager, no employer, and no salesperson should allow such slipshod sales methods and such gross sales ignorance to be perpetrated upon the public as is exhibited in many of the retail stores in this country. An illustra-

tion of this point is an experience I had a short time ago in a large city on the West coast, and I shall not "overplay" the circumstances. I walked into a jewelry store that specialized in zircons and noticed at the far end of the salesroom a saleswoman who was busy filing her fingernails. After I had spent several minutes looking at the trays of men's rings in the showcases, she finally came forward with a bored expression on her face and said, "Was there something for you?" (This approach was ruled out years ago, because it is not constructive; it merely states what should be the obvious. In fact, so-called "rude" customers have actually replied to this question, "What do you suppose I came in for!")

When I asked to see a certain ring, she simply moved the tray to where she could reach the individual ring that I had indicated and handed it to me. I thought she might at least have brought out the whole tray, because I might have been interested in some other model or size of stone. It made me wonder whether I looked so suspicious that she did not dare to place the rings within my grasp! After I had looked at the ring for a moment, I asked her how the brilliance of the zircon compared with that of the diamond. This made her actually "explode" with disgust, and she replied in a tone of utter contempt, "Well, see for yourself!" I then hesitated for a moment before I dared to ask the price, fearing that this might throw her into a tantrum, but to my surprise she did state it in quite a civil manner.

I then laid this first ring down and began to look at some of the other rings, which were so well protected in the tray underneath the glass top of the showcase. She did not offer to show me any of them and was reluctant to give me even such information as the price. While I was still wondering what might have caused her to feel so unpleasant

that day, she broke in very sharply and sarcastically, "I don't think you know just what you do want. Come back when you have your mind made up!" There was nothing for me to do but to walk out!

Yes, this case is extreme, of course. In fact, I wanted to tell both the saleswoman and her employer that hers was the worst demonstration of salesmanship that I had ever witnessed. I have not attempted to interpret to you the extreme haughtiness with which she treated me and the vivid flare of temper that she displayed in that brief period. When I left the store, I tried to temper my disgust by speculating on the cause of her attitude. I wondered whether she might have been "jilted" by her lover the night before and was taking her spite out on the unsuspecting world. It was only too obvious that this young woman had never been trained in the art of selling, or she would have known that one of the basic requirements is keeping one's personal whims and grievances out of the office or salesroom.

We must recognize the fact, then, that any vocation requires careful preparation and thorough study if one is to make progress and attain a reasonable degree of success in the field. Do not object to spending several months, or even years, in diligent study; after that you must always be on the alert to improve your methods, to adopt new ideas, to learn of new items or details, and in general to keep up with the times.

Many salespeople will feel that such thorough preparation for and application to the job will take too much of their time. They will say that they are not married to the job, or they will make other equally naive comments and will go on in their own blissful ignorance, go on, that is, for a short time. For such salespeople the day will come much

too soon when they are no longer an asset to the firm and are compelled to seek their fortune elsewhere. It will then be too late to alter matters.

These facts are, naturally, unpleasant. Yet nothing is ever gained by running away from reality. We must face every issue squarely and then employ our every capacity for solving the problem to our advantage. If we do not insist upon this procedure, you and I shall fail while the other fellow succeeds. Which do you prefer?

Here is the encouraging side of the picture, however: Learning everything there is to know about your product or your customer or business in general will not be dull drudgery. It will be quite the contrary. You will discover new interests, new enthusiasms, new applications—yes, whole new worlds in which to live, and you will benefit immeasurably from the added self-confidence, the extra knowledge, and the new power that you have developed. In fact, we may truthfully say that *he who settles for less than mastery is only half alive.*

Sources of information concerning the product.—What would you consider the best source of information concerning your product? Your answers would doubtless vary to some degree, but it is obvious that the manufacturer, the organization that created the article, knows every detail of construction, quality, operation, etc., and so you will do well to learn from him. We have said before that every salesman should visit the factory at which his product is being manufactured, because he can learn most readily by observing the processes at first hand. In addition, the salesman should collect *and study* all the literature that his firm or manufacturer makes available to him.

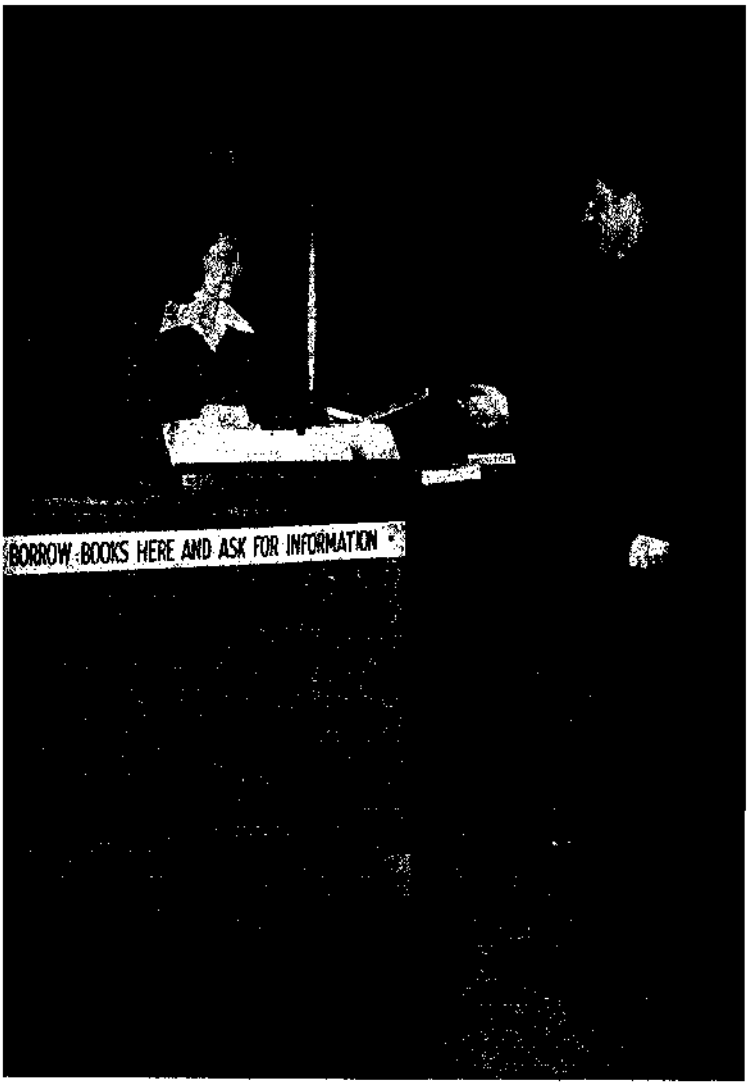
It is usually true that the salesperson can secure any kind of information that he might wish, directly from the

firm that manufactures the goods, and he can depend upon securing sympathetic attention and genuine assistance in learning about any unusual phase or remote angle of the product as well. The manufacturer is just as eager to give this information as the salesman may be to receive it, because he knows that if you make no sales, he loses sales. Never hesitate to write for additional explanations or information of any sort.

The product itself is a very convenient and accurate source of information. Have you studied it? If you have a service department in your business, it would be wise to spend some time there, observing activities and inquiring about the various features from the man in charge.

Your sales manager has as one of his duties the problem of seeing that his salesmen have all the information that they may need, and so you will do well to seek his assistance and advice whenever necessary. If he does not have the exact information that you need, he will be likely to know just where it may be secured, thus saving you valuable time and energy.

Do you read your trade journals diligently? They are always a valuable source of information concerning new trends, uses, applications, and improvements. The local library will doubtless have some books in your field, which will be well worth reading. It is usually true that the average salesman does not read nearly enough. He prefers to get his information directly from some other individual, which is a natural tendency for one engaged in this vocation and is entirely satisfactory provided the other person can give him the complete and accurate data. It is usually not wise to rely solely on others for such an important item as sales information, however, because the salesman's very career depends upon the possession of it.



Do you have a reading schedule? The progressive salesman utilizes the wealth of practical information available at the public library.

To what extent should the salesman use his customers for information? He should use them to every legitimate degree. He should keep a file for testimonial letters and should encourage satisfied users to write to him about their experiences. He will find that this will reveal numerous new sales points, which he can stress in inducing others to buy, and it will give him an invaluable fund of user experience with which to make his presentation alive and interesting.

Too often the salesman falls victim to a "complaint consciousness," because he listens day after day, perhaps, to the petty grievances of users of his products and forgets that there are many times more owners of the item who are satisfied. The customers who are enjoying the use of the article and who are entirely satisfied with it will often not say anything about it unless they are pointedly asked to do so. Therefore, in order to keep his own enthusiasm and conviction at the highest pitch possible, the salesperson should keep building his contacts with this latter group. He will also find that many sound friendships and loyal customers will be secured in this way.

Attitude toward one's work.—As we have noted earlier in this book, one's attitude toward his work is a factor of*vital importance. If one enjoys what he is doing, he will not object to learning or performing whatever is necessary in order to give himself a fair chance to succeed in it; he will not mind working overtime for his own improvement; he will not hesitate to lay plans that extend into the future; nor will he grow fainthearted and give up in despair.

If the salesman has mastered the knowledge of his product and firm according to the suggestions given in this and preceding chapters, he will experience a surge of joy and satisfaction, which will be accompanied by a greatej

degree of self-confidence—all of which might be stated as his becoming "success minded." He must now make certain that he maintains that feeling of power and mastery by continuing to grow in his field. In this connection it might be well for him occasionally to ponder seriously such questions as these:

1. Have you developed self-confidence?
2. Are you sold on the merits of your product? How thoroughly sold are you? Why?
3. Does your information enable you to meet objections to price? quality? style? appearance? workmanship? usefulness?competition?
4. Do you have material enough for *several fresh* sales talks?
5. Are you able to shift your discussion from one appeal to another easily and readily, according to what seems to interest the customer?
6. Do you have a sufficient number of "reserve" selling points in mind in case you will be required to use them?
7. Does your product have any additional, or "hidden," values that should be investigated?

At this point it might be fair to raise the question of whether a man who had gone through the problem of investigating one article for sale—say an automobile—would be equally good as a salesman of furniture or men's clothing if he gave those fields a comparable amount of study. The answer is, "Not necessarily. It would depend upon his personal interests, convictions, and enthusiasms for the product being sold." Again, then, it appears to be true that success in any field is a matter of possessing and applying the correct *attitudes.* Make certain, therefore, that you choose the line of goods and the firm in which your particular skills and interests are most applicable:

then study your product in relation to the specific needs of the people in your area and the capability of your product of filling those needs. Success in selling is based upon such foundations as that.

Should the sales talk be memorized?—This is a question that many salesmen have asked and one that can provoke a discussion among any group of salespeople. A reasonable answer would seem to be that if the sales talk or talks are written by experts in the selling field and if the salesman is a beginner, it would no doubt be wise for him actually to memorize the method of approach, most of the effective appeals, and the manner of meeting objections. True, he does not need to be able to reel them off verbatim, but he should nevertheless follow very closely the pattern laid down by the expert until he has had experience in arranging his own method according to what seems to work for him.

No two salesmen approach and develop a sales problem in exactly the same manner, and what works for one may not work at all for the other. Therefore, a beginner should rather memorize the major parts of *several* sales talks, in order that he will have material at hand for carrying on his own. In fact, if he has memorized several talks written by experts, he will then be able to frame his own with reasonable assurance of success and so will no longer be dependent upon the literal memorization.

Probably the greatest danger connected with memorization is the tendency of becoming "mechanical" in the presentation. To avoid this, the salesman must be certain to *think through every word ami idea* and apply it to the individual customer at hand. He must also be certain that he can get back to the chain of thought even though he is interrupted at some point not contemplated in the talk.

A former student of mine told me about accompanying a friend of his who was making his first attempt at selling vacuum cleaners. The embryo salesman decided to try his skill on an elderly woman whom he knew, and so when he had entered her house he began to "recite" the sales talk that the sweeper company had given him. He got along quite well for a few moments, but suddenly the old woman interrupted to ask a question that occurred to her. The young salesman succeeded in answering her in a lucid manner, but by that time he had forgotten where he was in his "memorized" talk, and so there seemed to be nothing to do but start over from the beginning, which he did.

It seems that this customer of his continued to ask questions at points not contemplated by the memorized sales presentation, until the salesman became so thoroughly mixed that he gave up the attempt, excused himself, and hurried away in utter embarrassment. He had made the mistake of depending upon only one pattern of expression and explanation, rather than acquiring all the facts from the printed form and covering them as the occasion arose, so he failed miserably and—worse still—received a severe jolt to his self-confidence and enthusiasm for selling.

PROBLEMS

1. Interview a man who employs several salesmen and ask him what he expects his salesmen to know about his product before they attempt to sell it. Take notes and report to the class.
2. Interview a successful salesman and ask him what knowledge he considers most important concerning the product that he sells. Report to the class.
3. If you have been employed at any sales position, tell the class what your firm required of you concerning knowledge of the product.
4. Tell the class how and where you would acquire the necessary information for becoming a successful salesman of furniture.

5. What items do you consider most important under the heading "Attitudes toward One's Work"?

6. A sales project: Select a product that you will sell to a customer (one of your classmates) as a *class demonstration* and begin to collect information concerning it. This sales demonstration is to be given when the theory in the next five chapters has been covered.

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CHAPTER XVII

KNOW YOUR CUSTOMER

Analyzing the customer.—Having a desirable personality, knowing the product to be sold, and knowing human nature in general and the customer in particular are absolute requirements for success in selling. Since it is true that human nature is generally consistent, it follows that, if a person knows himself thoroughly—his traits of character and personality, his urges or motives, how he avoids conflicts, etc.—he will also know other human beings; he will actually know his customers.

This background of psychological information was carefully covered in the first two parts of this book, and it would be well for the student to go back at this time to review certain points that might seem somewhat vague to him. A person does not *master* that sort of theory by reading it once or twice; it must be read again and again, and every principle should be carefully weighed and applied in the light of one's ever-widening experiences and understandings. There is an old truism that applies here; it reads, "If there is something you would know, think about that thing." You cannot overdo your thinking in this connection.

In Chap. I, I pointed out some of the mistakes that can be made if one tries to judge human beings on the basis of some occult "science," and you can substantiate those conclusions by reading any modern book on applied psychology that deals with personality and character. An

example of these "sciences" was offered recently on a transcribed radio program, sponsored by a coffee manufacturer and presented over many stations throughout the West. This program was carried on by a pseudo-psychologist, who called himself the "Success Doctor" and who claimed to be able to look at any individual and tell exactly what appeals would impel him to buy goods, what motives prompted his every act, what vocation he should be engaged in, what his chief worries were, and what kind of woman he ought to marry! I finally became curious about the chart that he insisted was an invaluable aid in determining what vocation one was best suited for, so I bought a pound of coffee and sent the sales slip plus a small coin in payment of the document. When it arrived, I followed directions as carefully as I could, and in summarizing the findings I learned that I was wasting my life in the wrong vocation. I should have been either an architect or an engineer! The only "hitch" is this: I have never had the slightest interest in either of these vocations, and I am certain that using the amount of mathematics required in the field of engineering would make me thoroughly unhappy.

The salesman must, then, rely upon his sound knowledge of human nature, and he will judge the customer as best he can by appearance, movements, statements, facial expressions, and general behavior. Remember that actions are the result of thoughts; therefore, if you want to know the customer's thoughts, watch his actions! One should not expect to be infallible in judging others by these clues, but he will learn a great deal that will be helpful if he keeps observing, applying, and modifying his theories on the basis of actual experience with various customers.

Types of customers and how to handle them.—To assist the salesman further in getting along effectively with his

customers, let us analyze a few common "types," which should be recognized and treated according to the psychological principles that apply to persons of a particular temperament. It might be noted in this connection that many businessmen say that they treat all their customers alike. This is desirable as to price and service, but it certainly cannot be carried much beyond that.

It is true that human beings are nearly enough alike so that about 90 per cent of them will react "normally" under a given situation, but the salesman must determine the *mood* of the particular customer, and he must notice which *personality trait* is dominant, or in control, at the time of making the sale, because individuals can run a long range of moods and traits even within the period of a single day. The salesman cannot, therefore, treat all customers alike; he must, rather, be aware of the following general types of customers and deal with them as distinct individuals:

The friendly customer.—Many salesmen have this type of customer in mind when they plan their sales. They want a customer who is easy to meet, responsive, cheerful, willing to accept advice, willing to listen and learn, one who will not attempt to control the interview. This description fits the friendly customer very well. It is true that with a friendly customer the situation is normally positive and in favor of the salesman—*if* the salesman does not make the error of being taken off his guard by the very friendliness of the customer and fail to put forth his best and necessary effort to make the sale.

The friendly customer will enjoy visiting with the salesman, and the conversation will be likely to run to a variety of subjects; therefore, if the salesman does not continually keep his mission in mind, he will realize too late that he simply had a friendly chat with a pleasant individual and

failed to lead him toward the goal of a sale. True, the salesman must also be friendly; this customer demands it. The sober and completely businesslike salesman would fail to give this customer what he wants; namely, friendly treatment. Yet every opportunity must be seized for bringing out a sales point or directing the thought in line with the objective.

Friendly treatment, genuine enthusiasm, active demonstration, and interesting illustrations will be effective with the friendly customer; and, other factors being equal, you will sell him if you know your product and keep the interview under control. Let the customer express himself freely, but always bring him back to your product with a "That illustrates the matter of—" or "You have reminded me of an outstanding feature of—" or "That is exactly the case of—" etc.

The suspicious customer.—You will recognize the suspicious customer by his somewhat unfriendly and critical attitude and by the way in which he checks your statements. If you say, for example, that the coat has a silk lining, he will examine it for himself; if you say that the tire is six ply, he will look for the stamp to make sure; if you say that the shoes are size 10, he will look for the figure —and probably ask how you can tell.

The suspicious customer is not willing to take your word for the quality of the goods nor the value nor the style nor anything else. He must be shown and convinced. To allay this customer's suspicion, the salesman must be sincere and frank in his sales talk; he must allow the customer to examine the goods to his satisfaction; the reliability of the firm should be stressed, because the customer is influenced by a record of satisfactory service; a complete demonstration should be given, as he is not satisfied by a

piecemeal view or performance; testimonials from people with whom the customer is acquainted should be cited; and he should be given references to customers using the product if he is still uncertain, as he may be if the article involves the payment of a considerable sum of money.

We must not overlook the fact that the suspicious customer will perform the major sales task by himself if he is given a chance to do so. This is one reason for the success of the dime stores. Mr. Woolworth conceived the idea of placing the products on counters, which enabled the customer to examine an article to his satisfaction. After he had felt its texture, noted its weight, seen it perform, moved its parts, listened to it, and probably even smelled it, he was ready to accept it at its face value, and so he bought it.

Contrast this method of selling with the old-fashioned grocery store. There would be a long counter placed in front of the shelves. The customer advanced to the counter only; from that distance he had to indicate his wishes, perhaps by pointing to the object or describing it as best he could, to the clerk, who had the exclusive right to the area between the counter and the shelves. There was no provision for "seeing for oneself" nor for allowing the product to become its own salesman by virtue of its being placed within the customer's sight and reach. This was all changed long ago, and today the modern grocery store has taken on many of the characteristics of the dime store.

Patience and tact are essential in dealing with the suspicious customer. Do not look upon him as some undesirable sort of human being. More likely than not, he is just a friendly customer of whom some unscrupulous salesman took advantage! As one travels throughout the coun-

try, dealing with all sorts of salespeople, he can readily see why customers become suspicious. One really wonders why the all-too-common brand of salesmanship has not produced many more customers of this type.

The conceited customer.—Does your customer carry himself well? Is his head high, chest out, and step firm? Is he well groomed and neat in appearance? If so, the chances are fairly good that you are about to talk to a conceited customer.

The salesman's first problem in connection with the conceited customer is to determine the reason for this conceit. Is he conceited about his knowledge? He may be, if he is a successful professional man or a scientist or an artist, for instance. Naturally, you cannot be expected to know this the first time you see him, but one of the salesman's problems is to become acquainted with his customers as soon as possible in order to be able to appeal to them on the basis of whatever particular motives rule their lives. Is he conceited about his wealth? If so, he wants the world to recognize that fact and will be pleased to have the salesman subtly flatter his vanity by some such statement as "You would doubtless be interested in this better quality" or "This is more nearly what you would be interested in," then show him the higher grade and more expensive item.

Some people will go to quite some lengths in order to let the world know that they have wealth. Consider the wealthy widow, for instance, who wished to buy a wedding present for a friend. It must be a high-grade set of silver, she decided; so she went to the best jewelry store in her town and asked for Mr. *A,* the proprietor. He was not in at the time, so the salesman in charge began to show her the various sets of silver that they had in stock. Her first question invariably was, "What is the price of this one?"

When she was told, she seemed to lose interest and wanted to see some more. Finally the entire stock had been displayed, and she still did not see anything that she really liked, so she left the store without buying.

When the proprietor returned, he was informed that Mrs. *X* had been in to buy some silver, but she did not find anything which suited her. The boss immediately said, "I know how to handle her; you see, she is interested in letting the world know that she has money; she always leaves the price tag in her gift, and so it must be expensive!" He therefore selected one of his best sets, boosted the price very materially, marked it plainly on a tag glued to the box, and called the wealthy widow on the telephone, saying that he was very sorry, but one set had been overlooked, and he felt sure that she would be interested in it. She agreed to come back. Again she asked the price, and when the tag was pointed out, she said, "Oh, yes; that's much better; I'll take this one."

This woman actually had some sort of obsession and therefore this is not a normal case. I certainly am not recommending that you follow the tactics used by this proprietor. However, there still is a good principle of salesmanship involved in this illustration, namely, "Give the customer what he wants." Furthermore, it illustrates the influence of certain kinds of conceit.

There are still other qualities that might cause the customer's conceit—his ability, his good looks, his family name, his achievements, his strength. When the salesman has determined the cause, he must recognize it; that is, he may make some sincere reference to it, he may ask for information, he may subtly flatter the customer, or he may openly compliment him. Yes, the conceited customer wants the world to recognize his value, real or assumed;

and if you let him know that you appreciate or respect or admire his qualities, you have promoted his feeling of importance, for which he will in turn admire you.

The rude customer.—When dealing with a customer who is rude, ill-mannered, or sarcastic, the salesman must be certain to maintain his composure. He must not take offense at whatever sort of comment is leveled at him. He must be courteous, kindly, and sympathetic. Here is where it is well to remember the adage "A soft answer turneth away wrath."

This customer is not attacking the salesman as an individual, even though it seems that his meanness and rudeness are so directed. There are several reasons for his rudeness. For instance, when he is trying to make up his mind as to whether or not to buy your product, he is under something of an emotional strain, which causes him to do and say things that he normally would not do or say.

Another reason for the customer's attitude, if the customer is a woman, may be that her husband refused to buy her a new fur coat that very morning, and she did not have the chance (or nerve) to vent her wrath on him, so she is taking it out on you. There is nothing personal in this display of feelings, you see; it is just a normal psychological reaction to pent-up emotions. An additional reason for the customer's seeming rudeness may be that she is completely tired out, and because she is off the job she does not feel like putting on a pleasant front with which to charm the world. The salesman must be able to adjust himself to this mood and not attempt to "sweeten" her up, as that may simply annoy her more.

The tired customer may also be a "silent" customer. The salesman must watch his reactions carefully, and as long as he seems to be listening and is not becoming bored,

keep selling him; keep giving him reasons for parting with his money. In the event that he has already begun to look for the item that he wants before you have an opportunity to wait on him, and he maintains his sober attitude when you approach, you may do well to let him go on looking with the least possible disturbance, but be ready to assist him if he asks for it. You see, again it is a problem of treating the customer as he wants to be treated.

As is true of all your customers, you should try to sympathize with, understand, and like this customer. Other salesmen who are less skillful than you are will not make this attempt, so you will thereby have a very definite advantage over them. After all, you know, unless you are an expert actor, you cannot cover up the fact that you do not like a customer. If you dislike him, he will sense it, and, as this will be a blow to his pride, you will thereby repel him. If you genuinely like a customer, you are making a strong appeal to his pride, and he will be attracted to you.

The vacillating, or undecided, customer.—In an earlier connection we made the statement that a person's thoughts control his actions. Since this is true, you will be able to recognize the undecided customer by his uncertain actions. He may glance here, then look over there, make a quick visual sweep of the entire stock, paw into a stack of items, move on with uncertain tread and gestures, and generally give an "unorganized" appearance. His voice may be inquiring in tone, and he often looks worried, particularly when the time comes to make a decision. The more information he gets, the more confused he becomes. In superficial respects he may resemble the deliberate customer, but the latter type does not show the signs of embarrassment or confusion that the undecided customer does, although both of them are likely to put off the unpleasant task of making a decision.

How, then, should this customer be treated? The good old answer is that he should be treated as he wants to be treated; that is, supply what he needs. This customer needs someone who can make up his mind for him. Naturally, this must be done tactfully; your well-chosen suggestions may be all that is necessary to do the job.

The moment you notice that this customer is having difficulty in making up his mind, avoid confusing him by displaying an ever-larger variety of items in the hope that you will hit upon something that will catch his fancy. Oh, yes, he must be shown a variety, but do not leave them all out there in plain sight. Your task will be to observe which models or items seem to interest him the most; then, using your own knowledge of customer need and usefulness of article, *narrow the selection down to a few items and concentrate on them.* You should actually set the others aside or cover them up somehow, in order not to distract his attention. Now this is where you use your superior knowledge of your goods and human nature for building your suggestions. All you may need to do will be to make some such statement as "These are going to be particularly good for spring, and this shade is especially complimentary to brunettes (or blondes)." Under other circumstances you might suggest a particular use, benefit, or desirable result that this particular individual will receive from owning the article.

Make your suggestions as practical and accurate as possible. Never try to induce him to accept your article on some inappropriate reason or basis, as he will stay away from you the next time; and what business can continue to grow without return customers? It would also be unwise to try to hurry this type of customer. Make him feel at home and encourage him to talk about his likes and needs; this will help you in making your suggestions. You must,

then, be accurate, positive, enthusiastic, and considerate in dealing with this customer.

The argumentative, or determined, customer.—This customer is the direct opposite of the undecided type just discussed. He is positive and determined in everything he does and says; he relies completely on his own judgment and keenly enjoys making decisions, even the wrong ones. The chances are, however, that he will not be too far from correct in what he decides if he has been thoroughly informed and convinced; but the salesman must not allow him to commit himself on incomplete information; neither should he frame any questions in such form that they can be answered by the word "No." This customer rather delights in being contrary and will be sure to seize the opportunity presented to him of filling that role.

Do you know who this determined customer is? Likely as not he is a successful businessman or an executive. He is accustomed to *giving* orders, not *taking* them; so, avoid the error of trying to tell him what he should buy. He likes to think that he is making all the decisions; let him continue to think so. Whatever you do, refrain from humiliating him by trying to prove that he is mistaken or wrong in his views. *He must win the point.* You should never provoke an argument or sharp disagreement, because his pride and self-confidence must be protected.

The tendency to carry on an argument seems to be based on a kind of conceit; an individual is desirous of impressing his opponent with his knowledge and seems unable to determine just when that impression is thoroughly made! Do not try to "sell" this customer; he will give you his order when he is satisfied concerning the particular items that happen to strike his fancy, and when he feels that his importance has been properly recognized by you.

With most customers the salesman must seize the offensive and keep the customer on the defensive; that is, the salesman usually directs the entire interview and plans every step of the discussion, then keeps it going his way. When dealing with the positive and argumentative customer, however, the salesman will do well to become a modest and interested listener. Encourage the customer to talk and let him think that he is telling you something that you did not know before. Ask his opinion regarding current items of pertinent interest, or ask him how to do something in which you are engaged, or even about some phase of your own business and the merchandise you have to sell.

If this customer mentions some good points of your product, praise his judgment or taste. This can be done in a manner that is not too obvious, as was demonstrated by a salesman who was trying to sell an argumentative gentleman a suit. When the customer mentioned the fact that he liked the particular shade of material, the alert salesman said, "Well! You know, that's exactly what the fashion experts at————say about this color." Is it any wonder that this comment gave the customer a "lift"? Incidentally, he walked out of the store with his receipt for payment for the suit.

If the argumentative customer should make a statement concerning your product that is not correct, ignore it if the implication is of no particular consequence; however, if the matter is vital to your making a sale, it must be overcome. Resist the temptation to begin by saying, "Oh, no, you're wrong about that." This sort of approach will only make him more determined to drive his opinion home. You might begin about like this: "Yes, that may be true under some conditions; however—" then go on to give a number

of illustrations supporting your statement. Pick these illustrations carefully; it might be well to cite the experience of people whom he knows, and be sure that you give illustrations covering a variety of conditions of use. Do not bore him with these, and avoid making it seem that you are about to "crow" over having won an argument. Rather make him feel that you are just as much interested in arriving* at a fair conclusion as he is.

This suggestion for overcoming a point of difference might be called the "Yes, but—" technique. You will find this far more effective with this type of customer, with all customers for that matter, than the "No, that's wrong" approach to a solution. This principle dates back to the time of Socrates, that wise Greek philosopher who was so skillful in meeting and overcoming opposition among all classes of people. At times, you see, we can still learn from people who lived about 2,400 years ago.

The nervous, or impulsive, customer.—You will be able to recognize this customer by his quick, impatient, spontaneous, and oft-repeated actions. He is always in a hurry. If you do not come forward to assist him immediately, he may turn and walk out on you. He acts on fleeting impulse and the inclination of the moment. He is energetic and active and is probably accustomed to exerting himself a good deal in his daily work. He has many things on his mind and is likely to make a decision on partial or, at times, trivial information and considerations. He may become bored very quickly and refuse to listen.

The salesman must be able to change his approach and discussion at any moment in order to recapture and hold this customer's attention. Treat him according to what seems to hold him. Does he become restless at your giving him details? If so, omit them. Do you cover your facts

rapidly? You should. Do you have a variety of angles from which to present your product? You'll need them. Are you dramatic? He demands it. Do you expect him to change his mind readily? He will. Does he tell you decisively and rapidly that he is not interested? He does not necessarily mean it. Go on giving a new approach if you have it—*and you must have it.*

Give the nervous and impulsive customer alert attention. He expects the salesman to be as quick in movement and thinking as he is himself. Answer this customer's questions readily and to the point; do not bore him with long explanations and unnecessary details; encourage him to do a good deal of the talking and follow him attentively. He may resent your trying to tell him what he should buy, so employ well-chosen suggestions when possible, but let him make his own decision. Extreme courtesy and faultless service are pleasing to this customer.

The deliberate customer.—If your customer seems willing to examine your product thoroughly, if he is somewhat slow in movements, if he is calm and composed, if he asks a number of questions concerning the item, and if he listens patiently to your sales talk, the chances are that he can be classified as a deliberate customer. This does not necessarily mean that he is a slow thinker; it *does* mean that he will wish to consider the purchase from all possible angles and is entirely willing to have you go to great lengths in explaining all the details of the article.

This type of customer must not be rushed into buying. Give him time to absorb the sales points that you present, and encourage him to talk. Give him a thorough demonstration, let him interrupt you, and be ready to repeat at any time. Do not be surprised if he wants to put off buying in order to think it over still further. Allow him to

delay his decision; if you keep him interested and help him to think it through, he may decide during the interview, as you want him to do.

If this customer is buying a suit, for instance, he will probably try to remember just what his mother said about colors or styles of men's suits, what Cousin Tom prefers, and what sister's "boy friend" wears. He will try to determine just how this suit will match the remainder of his wardrobe. He will compare this garment with all the others in his size and think through a long list of advantages and disadvantages for each. Being deliberate, then, really may mean being thorough; and unless you allow him to be thorough, he will go elsewhere. If you really know your merchandise, you will enjoy dealing with him, and he will be glad to listen to you whether he decides today or not. Before he gets away, however, repeat some of your strongest sales points, in order to refresh his memory. Plain facts will be likely to carry more weight with this customer than emotional appeals, although the latter should never be neglected in any sales attempt. These emotional appeals are discussed in Chap. XXI.

The combination of types.—Many people do not fall within the pattern of any clear type of customer. In this case it may be impossible to know just how a particular individual should be treated; yet his mood and appearance will give you clues to his general nature, clues that you will learn to recognize through experience. You will, of course, make mistakes; no method of analysis is infallible. It is, however, often possible to determine one type as being dominant in a customer's make-up; this is particularly true if he becomes a regular customer. When this dominant type has been recognized, treat him according to the suggestions already given for that particular type.

Meeting the customer. Whether the customer be man or woman, old or young, the salesman must be able to meet him with ease and grace.

The National Cash Register Company's latest edition of "Better Retailing" discusses the various types of customers as follows:

Types of Customers and How to Serve Them.—Remember that every customer is an individual. In dealing with her, the salesman merely makes the attempt to discover as accurately as possible what the customer thinks and feels. After that, the salesperson tries to adjust his attitude to hers to win her good will.

By sizing up a customer, the salesperson is better able to command the interest and confidence of the customer and to get a better idea of the kind of merchandise that is wanted by the customer. Hasty conclusions are bad. If the salesperson cannot be right in a majority of cases, it is better to use different methods. Classification of customers into "types" is helpful; but salesmanship is not a science, and there are many exceptions to all sales rules. Remember that every customer is different from the rest, and that she may not be the same today as she was yesterday.

NERVOUS CUSTOMERS

For customers who are:	You will need:
Tired and cross	Patience
Fussy and nervous	Consideration
Excitable	Quiet manner
Impatient	Dispatch
Unreasonable	Calmness

DEPENDENT CUSTOMERS

For customers who are:	You will need:
Timid and sensitive	Gentleness
Undecided	Decision
Old and deaf people	Sympathy
Children	Power to think for them
Foreigners	Helpfulness

[1] "Better Retailing,," pp. 90-93, Merchants' Service, The National Cash Register Company, Dayton, Ohio, 1941, 310 pp. (quoted by permission).

DISAGREEABLE CUSTOMERS

For customers who are:	You will need:
Skeptical	Candid manner
Inquisitive	Knowledge
Talkative	Courteous brevity
Insulting	Self-control

TRYING CUSTOMERS

For customers who are:	You will need:
Critical	Knowledge of goods
Indifferent	Tact
Silent	Perseverance
Bargain hunters	Convincing manner

COMMON SENSE CUSTOMERS

For customers who are:	You will need:
Pleasant	What they expect
Intelligent	Efficient service

Sizing Up the Customer.—At the present time the human element is the most important thing in selling. Courtesy and tact may even mean more than a knowledge of the merchandise.

In order to be courteous and tactful, the salesperson must get the customer's point of view. He must observe each customer and try to discover as much as possible about her, both before and during the sale. This is called the sizing-up process. By using this method, a salesperson can then sell more goods than his rival who treats customers all alike.

The first thing to notice upon the customer's approach is the way she carries herself. If her head is held high and chest thrown out, it indicates self-assurance. If she has a quick, unhesitating step, she is of this type. But when a customer carries herself poorly and carelessly, with head lowered, and walks slowly, these are signs of the opposite type. But do not be too hasty in the sizing-up process, for it is necessary to take all impressions together before you can draw any conclusions about the customer. If you are right eighty per cent of the time, your average is high.

The next point is to note the expression on the customer's face, whether it is pleasant and smiling, serious and thoughtful, or grouchy and irritable.

As the customer approaches the counter, her clothes should be noted. They may be stylish, or conservative, of high quality, of cheap material, or poorly made. Salespeople differ as to how correctly one can judge a person by her clothes. Most of them agree that it is usually possible to get ideas about a customer by observing her clothes and by noticing how well they are worn and how they fit. But do not be deceived by the customer's personal appearance. People who wear expensive clothes are not always those who have the most money. Many shabbily dressed people have surprisingly large bank accounts. This is especially true of foreigners. Many of them who are not well dressed are wealthy and are,liberal spenders when handled properly.

The next thing to observe is gesture and manner. We can tell in this way whether the customer is timid or self-assured, quiet-tempered or excitable, easy going or aggressive and domineering.

It is also important to note the tone of voice. This may be soft and agreeable, loud and harsh, or strong and well-controlled. It may be hesitating and faltering, or strong, clear, and positive. The tone of voice is one of the best evidences of the character and disposition of the customer.

Customer classification of salespeople.—Someone has said, "Turnabout is fair play." Now that we have classified the customer, it is fair to assume that he will do some classifying of his own. He will not be likely to be so thorough about it as you have been, but he will "size you up" according to your physique, your facial features, your clothes, your attitudes, and behavior. The result of his classification will be the forming of an opinion as to whether he should treat you as his inferior, his equal, or his superior.

Let us hope that you deserve an "equal" rating, because this will enable you to deal with him on the most friendly basis and with the least amount of strain or tenseness on

the part of both individuals. If the customer is a timid soul and therefore gives you a "superior" rating, you will have a certain advantage in the influence that you can exert over him, but you must be careful not to make him feel inferior; do not be condescending or patronizing in your attitude, as he may resent such treatment. Your "superiority" should be merited by your thorough knowledge, sincere treatment, and sympathetic consideration for his problems.

In the event that the customer gives you an "inferior" label, be impersonal and wise enough to accept it and cater to his desire for a feeling of importance. Remember, "the customer is always right." Do not take offense at his attitude toward you—adjust yourself to it and act accordingly. *That business prospers which is able to fill the needs and wants of the public in the most satisfying manner. The customer's point of view must always hold the spotlight. Your personality or individuality is only a means to an end—making the sale.* You should be too busy at your art of selling to think of personal offense. Become all things to all men. If the customer wishes you to be his servant, perform tht* task so well that he will enjoy coming back for more.

PROBLEMS

1. Interview three salesmen and ask them whether or not they recognize certain *types* of customers. List the terms these salesmen use in describing the different types and ask them how they deal with the various individuals when their type has been determined. Report on your interviews.
2. If you have had any experience in retail or other selling, tell how you determine the type of customer with whom you are dealing.
3. Give instances from your own experience of having been misunderstood and improperly treated by some salesperson. What were the results? Did you buy?

4. Ask the manager of some retail store whether he will allow you to spend an hour observing the various customers and listening to the sales presentations of his salesmen. (Most store managers will allow this if you tell them who you are and why you wish to do it. Select a store that sells goods requiring a definite sales effort; do not visit a grocery store or a dime store.)

Observe the methods employed by the salesman in adjusting himself and his sales talk to the type of customer. If possible, when the sale has been made, ask him why he proceeded as he did. Take notes and report to the class.

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CHAPTER XVIII

MEETING THE CUSTOMER

Customers, prospects, and prospect lists.—When a person walks into your place of business for the first time, you are confronted with a challenge. Can you treat him in such a way that he will want to come again? This presents something of a problem, because you do not know his name, nor his exact tastes, business, family, hobbies, or financial capacities the first time that you see him. True, you learn some of these facts, directly or indirectly, as you talk with him during the sale, and you do your best to judge him on the basis of the theory discussed in the preceding chapter.

Assuming, then, that you did succeed in pleasing this customer to the extent that he will continue to patronize you, would you consider this a completely satisfactory method of building a maximum amount of business? Naturally, you must keep these customers coming back to you, because in the average American city the major portion of one's business is dependent upon return customers. But the progressive businessman will do more than that; he will put forth some definite effort toward bringing in a steady stream of *new* customers, as well.

People do not just "drop in" at a place of business without a reason. It may be that your window displays do the

drawing, or your advertising in the newspaper, by direct mail, by handbills, or over the radio has induced them to come to you. The point that we wish to observe here, however, is that your customers do not "stay put," so to speak; some move out of the city and community, some die, some change their financial status and therefore their buying habits, and others simply grow tired of dealing at the same place over a period of time, and so they seek a change. Every businessman is therefore compelled to be eternally seeking new prospects to be developed into customers and friends.

The method of prospecting for customers varies according to the nature and location of the business and the type of selling in which one is engaged. In addition to using the methods of advertising already suggested, a retail dealer should make himself a member of the community. He might join the commercial club of the city and would doubtless become a member of a service club, such as the Lions, Rotary, or Kiwanis. He would join the church of his choice. He would do his share to promote various community projects. He would probably become affiliated with some lodge or fraternal organization. In this way, he would become known to a large number of individuals in his city and would make contacts and friends that would be very valuable in developing permanent business connections and customers.

The story is told of a young man who opened a business in a city of about 5,000 people and who was very industrious and skillful in matters connected with operating his concern; in fact, he felt that he had so much to do that he did not have time to take part in the various community activities or to join any clubs and organizations. Con-

sequently, he knew only a few people in addition to his steady customers, and in many cases he did not know the connections or the standing in the community of the people who dealt with him regularly.

One day an individual whom the young store owner knew only as Mr. Jones asked to take an expensive item home in order to show it to his wife, and he said that he would call back in about an hour to give his decision regarding its purchase. To this the young owner replied, "Well, Mr. Jones, I couldn't allow my customers to carry such items out of the store without some definite financial arrangement."

It so happened that this Mr. Jones was the president of the leading bank in the city, the richest man in town, and an individual of unquestioned integrity; yet this young businessman had no idea of the customer's identity. Blunders like that are altogether too common on the part of some businessmen, and then they wonder why they lose their customers. In the illustration just mentioned, however, the young man was fortunate in that he was dealing with a very generous and broad-minded individual. The banker proceeded to identify himself in a modest manner and gave the merchant some fatherly advice about learning to know his community and the people living in it.

A retail merchant often wishes to canvass his trade territory by direct mail. In that event it is important to have accurate and selective mailing lists. He does not profit by sending letters to the wrong address, to people who live beyond his trade territory, or to a wrong name. Neither is it profitable to try to sell a binder to a man who lives in the city or seat covers to a man who does not own a car. The traveling salesman or a firm's director of

correspondence will be interested in using the same sources of prospect lists within their respective fields. Some of the more common sources are the following:

The company's own records	Newspapers
City directories	Church memberships
Commercial-mailing-listhouses	License records
Telephone directories	Rating books
Club memberships	Social registers
Pay rolls of firms	Vital statistics
Trade directories	Contests
Names from customers	Names from employees
Exchange lists	Yearbooks
Trade publications	Municipal records
Canvassing	Tax lists

The National Cash Register Company's new handbook, "Better Retailing,"[1] gives this pertinent information under the heading, *Your Mailing List:*

A good, accurate, live mailing list is one of the best assets any retailer can have. A poor mailing list isn't worth the space it occupies. Every name on the mailing list should represent a person who is actually a prospect or a customer. Why try to sell a lawn-mower to an apartment dweller, for instance, who has no lawn to mow? …

Names should be correctly spelled. People are "touchy" about their names. Initials and titles (Mrs., Mr., Miss, Dr., etc.) and addresses should be accurate. In addition the list should be kept up-to-date, for changes are constantly occurring and much money will be wasted for postage if revisions are not made several times each year. Material should be mailed regularly.

Since direct-mail advertising is on a personal basis, the merchant cannot afford to send out cheap, tawdry material. Quality appeals must go out in high-class condition; even price appeals must not be shoddy in appearance, because the impression will be given that low prices mean poor quality.

[1] "Better Retailing," pp. 90-93, Merchants' Service, The National Cash Register Company, Dayton, Ohio, 1941. (Quoted by permission.)

Guard your mailing list.—Your mailing list represents in detail the most important market of your business. It should mean as much to you as do secret formulae, etc., to any manufacturer. Be careful about letting your list get into hands that might use it to their own or your competitor's advantage. If you turn it over to a manufacturer for the purpose of mailing dealer-helps or for a campaign in your behalf, make sure of the trustworthiness of such manufacturer. Insist on the prominent display of your business name and address on all mailing matter that goes to your list.

Securing the mailing list is not all of the problem, however. The retailer has a great deal to learn about the people who become his customers, a fact that has already been considered. He performs this task piecemeal after the customer comes to his store. The traveling salesman must gather a varied amount of information, in addition to the name, *before* he calls on his prospect. For instance, he should know these items about the individual:

Band of business in which he is engaged
Size of the business enterprise
Condition of business activity
Income of the customer
Sources of income
Marital status
Number of children or dependents
Attitude toward children or dependents
Homeowner
Club, lodge, or society memberships
Political affiliations
Church membership
Hobbies
Life's ambition
Pet "peeves" or worries
Outstanding accomplishments, etc.

Gathering this information would be no small task, but he can get assistance from such sources as these:

The records of the company
Salesmen who know the prospect
Mutual acquaintances
Prospect's correspondence
One of the numerous Who's Who registers (if he is listed)
The local newspaper editor
The local banker
The local barber
The local hotel clerk
City directories
Classified directories
The city hall
The county courthouse, etc.

Have you wondered how the salesman could be expected to carry all of this information around in his head for all of his customers? Well, the answer is that *he doesn't;* he is far more systematic than that. Every salesman should keep a card-index file in which he has cards for all his customers, arranged in some convenient manner—say according to the city in which they are located, the names of the customers in alphabetical or calling order behind the city division. Before the salesman calls on his customej or writes him a letter, as the case may be, he locates the card carrying that customer's name. On this card he has all the information that we suggested he should know about his customer, so he "renews his acquaintance" before he meets the customer face to face or writes to him.

The owner of a department store was induced to hire a young saleswoman on the strength of the recommendation

of a friend, though against what he would have considered his better judgment, because the prospective employee did not appear to him to be the type who could succeed at selling. She was not attractive and did not seem to have any particular taste for dress. However, after she had been working in the store for some time the owner noticed that his new salesgirl was making something of a record for sales and that many of his old customers preferred to have her wait on them. He decided to learn her secret.

He found that this young woman was very pleasant and courteous, that she knew her merchandise thoroughly, that she was enthusiastic about her product and about her work, and that *she remembered the customers' names and preferences.* When he asked her how she could remember the names of her new customers, she replied, "I have a system. I'll show you what I do." She then revealed that she had some cards and a pen in a convenient pocket, and as soon as possible after dealing with a customer she would write this customer's name on one side, and on the other she would list a description of the person's facial features: color of hair and eyes; approximate height, weight, and age; particular characteristics of dress; and, finally, the customer's tastes, preferences, and whims as they applied to her merchandise.

This was not all! She not only wrote those items on a card and filed them away, but during spare moments she would play a "game" by looking at the name side of the card and trying to guess the description and preferences; at other times she would go through her cards from the other side, looking at the description, etc., and guessing the name. Is there any wonder that she won the favor of her customers? It would indeed be flattering to have a

new saleswoman remember your name, likes, dislikes, and any pet theories or peeves. You would be willing to put yourself out a bit to get her service and attention. How many salespeople go to that length in order to please their customers? Very few, of course; yet it is something that everyone could and *should* do if he is interested in selling as a career.

Planning the approach.—What will you say when you meet the customer? If you are selling fur coats, would you approach the customer with the question, "You don't want to buy a fur coat today, do you?" By all means, *no!* That approach went out with the "gay nineties"—or should have! Such an approach violates a fundamental principle of salesmanship; namely, *don't ask a question to which the customer can answer'* Wo." Have you ever heard a newsboy say, "You don't want to buy a paper, do you, mister"? What can he expect for a reply? Simply the word "No." In fact, he has told the man what to say; he said, *"You don't want to buy a paper"* Then he added a weak little "do you?" which more than likely did not even register in the customer's mind. The customer will act on the first decidedly negative suggestion, because that falls in line with his policy of saving his money; so he says, "No."

A great deal has been written about the "opening sentence or comment" that the salesman should use, and you are likely to have had them all tried on you at various times. It should be noted here, however, that it is impossible to memorize some certain sentence or expression that will fit into all circumstances in the retail field. A salesman must be more resourceful and versatile than that. The circumstances and conditions at the time of making the sale, the place and nature of the goods being sold, as

well as the customer's mood and needs, all enter into the consideration.

If you have known the customer personally for some time and he has been spending the winter in Mexico, for instance, you would give him a very different greeting from that directed at a stranger. The customer in this case might even wish to shake hands with you and tell you something about his trip before you have a chance to learn what he wants in your store. The handshaking initiative should usually be given to the customer. This is a "must" if the customer is a woman. She may resent your extending your hand, thus compelling her to accept it. You do not, of course, shake hands with your regular customers, despite the fact that you may not see them very often—that is, not unless they extend their hand to you, or unless they are personal friends, so that you are their social equal or superior.

The retail salesman's opening comment, then, is governed by the customer and the circumstance. If the customer seems pleasant and looks at the salesperson as if he expected to be recognized by a greeting, the salesman complies with a sincere "good morning" or "how do you do," or, if the customer is a young person of the salesman's sex, a "hello" would be satisfactory. When the customer's name is known, by all means *use it* along with the salutation.

A friend of mine enjoys telling about an experience he had in connection with greeting customers while he was working part time in a men's clothing store and attending college in the Middle West. One day while he was busy straightening some stock near the front part of the store, an elderly and dignified-looking woman entered. Without giving his greeting any particular thought, he said,

"Hello" with typical college-boy accent and inflection. The old woman stopped "dead in her tracks," as he put it, and replied in her most haughty and icy tones, "How do you do!" Then she hurried on back to the office to tell the manager about that young upstart who had been so "fresh" and "familiar" with her. This old woman doubtless was somewhat "behind the times," but the incident illustrates the point that a salesperson should attempt to judge the customer's tastes before he commits himself.

In numerous instances in a retail store it is unnecessary to use a formal salutation; for instance, if the customer is busy looking at some product when you approach, it might be more natural for you to make some comment concerning the merchandise or to call the customer's attention to additional assortments, etc. One might say, for instance, "Here are some new spring ties that just arrived yesterday"; then proceed to promote the sale. By all means, never approach the customer with the trite comment, "Was there something for you?" Why do you suppose he came in? Will he reply with the word "No"? He may well do the latter, because it can be answered in that manner, and before the customer has his mind made up to buying an item he is on the defensive, and a negative reply seems his way of protecting himself.

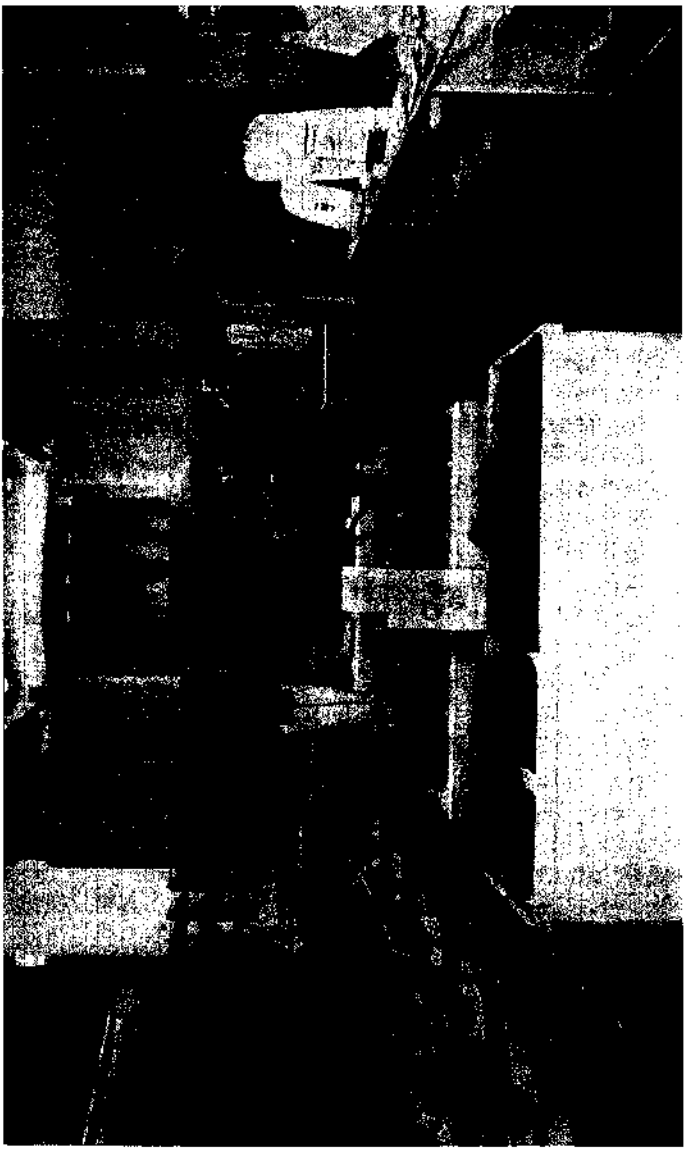
A modification of the opening comment that often follows the salutation is, "May I help you?" This is more desirable, as it suggests the salesman's willingness to be of service, but it still is not constructive nor very positive. A further improvement is made in the comment, "What may I find for you?" or "How may I help you today?" These are somewhat more positive, in that they suggest favorable action. No matter what the comment, it must be said in a friendly manner.

More often, perhaps, the salesman will follow the plan of giving a greeting, if the circumstances already discussed seem to warrant it, then waiting for the customer to make the next statement or to ask a question. A majority of customers will do exactly that if given an opportunity. The salesman need simply pause for a moment after the salutation, and the buyer will relieve him of the necessity of expressing some "fill-in" remark.

The .retail-store operator and salesperson have other matters to consider in connection with making a favorable impression on the new customer. They must be alert to checking conditions within the store. They should make sure that the following questions are given consideration:

1. Is the store attractively arranged?
2. Is it sufficiently lighted?
3. Is it properly heated?
4. Is it clean?
5. Is it free from odors?
6. Is it free from unpleasant noises?
7. Is the floor space sufficient to prevent the customer from feeling crowded?
8. Is the firm's policy of exchange, adjustment, delivery, and general accommodation desirable?

The problems of the traveling salesman are somewhat different from those of the retailer. When a salesman walks into the office or place of business of a prospective buyer, he *must* have some definite and well-planned statement or question with which to open the interview after he has greeted the customer and called him by his name. He may be compelled by the circumstances of the moment to modify his opening or to abandon it completely, but that does not relieve him from the responsibility of having an apt opening prepared. We shall consider these opening



Is the appearance of your store desirable? Customers appreciate a clean, well-lighted, and generally attractive store.

comments more completely in the next chapter, and so let us note only one illustration at this point.

A middle-aged woman came to see me recently, and her opening conversation ran about as follows, except for the name of the salesperson and the company:

"How do you do, Mr. Strand. I am Mrs. Adams, representing the Standard Life Insurance Company. Now, Mr. Strand, are you insured against living too long?"

This opening question attracted my attention and aroused my curiosity, because I had never thought about insurance *against living too long.* After a moment of hesitation, I replied, "I am not sure that I know just what you mean." That reply was apparently what she had planned for, because it gave her the invitation she wanted to go ahead and tell me about annuity insurance that would provide for me when I could no longer hold a job and earn a steady income.

One needs no special "gift" in order to be able to frame effective opening comments; his knowledge of his product plus a knowledge of the customer and his needs or problems is all that is necessary—except, perhaps, a friendly and sympathetic attitude and some common sense.

PROBLEMS

1. What methods of attracting new customers are used by the most progressive firms in your city?
2. What sources of prospect lists have you used or do you consider the most effective for your particular city? (Answer this from the standpoint of some specific business in which you are interested.)
3. Call on a traveling-salesman friend and ask him what information he has on his customers, how he secured it, and what use he makes of it. Report to the class.
4. Repeat problem 3 with a retail-store manager or salesman.
5. Give illustrations of approaches that salespeople have used on you and that you consider desirable.

CHAPTER , XIX

SECURING THE CUSTOMER'S ATTENTION AND INTEREST

Most of the material that we have covered so far in this section on salesmanship—in fact, practically all the material in the entire book—might be considered preliminary training, or background, for the task of successfully leading the customer through the various steps to be taken in making a sale, steps that we listed in Chap. **XV,** as follows:

1, Get the prospect's *attention.*
2. Arouse his *interest* in your product.
3. Develop his belief, or *conviction,* in your product.
4. Create a *desire* for your product.
5. Secure favorable *action* toward your product.

We are now ready to consider methods of covering the first two of these steps—securing attention and interest. No great insight into the practice of selling is required to realize that unless the salesman succeeds in securing the prospect's attention and in holding it until he has developed interest no sale can be made. These two steps doubtless overlap a great deaK We cannot say that "these few items produce attention, only, and these lead purely to arousing interest." It is apparent that sustained attention has an element of interest in it, and if the prospect is interested, he will give his attention. It works both ways.

Are your windows attractive? Well-trimmed windows attract customers and increase sales.

Getting in to see the prospect.—The average book on salesmanship—the older ones, that is—would run on and on about methods of getting by that businessman's body-guard, the office secretary. They seemed to take it for granted that the salesman was an undesirable creature, one to be kept away from a rushed businessman at all costs. Some humorous stories have been told about the devious methods employed by so-called "resourceful" salesmen in order to charm the secretary into allowing them to pass the bars of the inner sanctum and to meet the most holy—the prospect. It seems that some salesmen had luck with bouquets, others with candy boxes, and still others were compelled to all but marry the shrew and tame her before she would let them by!

In recent years the trend has been changing, thank goodness, in favor of the salesman. Prospects realize today that the salesman is a legitimate businessman, who deals in desirable merchandise that is being bought by the consuming public; so the smart thing to do is to let the salesman in, to see what he has to offer; otherwise, the firm may fail to secure some desirable item and be unable to meet competition.

Some of the large chain stores started the plan several years ago of compelling their store buyers to give at least a few minutes to *every* salesman who presented himself, the theory being that if a company could manufacture an item of merchandise and send representatives about the country making sales and prospering at it, the product must have some merit, and the buyers should be familiar with their competition, at least, if not actual boosters of this merchandise.

Naturally, the intelligent salesman will see that his presence is desirable, his appearance favorable, and his'

mission legitimate, for how else could he expect to get in the next time he called? I do not mean to say that there are no more problems in connection with seeing the prospect; there certainly are; but ingenuity, persistence, and a pleasing personality will go a long way toward overcoming them.

The beginner in the field of traveling salesmanship will do well to take the advice of his home office or sales manager regarding methods of securing his customer's audience. This is a problem that does not confront the retail salesman, although he, too, must secure his customer's attention and interest. Therefore, let us consider some factors that should aid the salesman in getting off to a favorable start by successfully covering these first two steps.

Grooming.—No salesperson can afford to look anything but his best at all times. His body must be fresh from a morning bath, his hair must be properly cared for, his teeth must show the result of constant attention, his clothes must be well kept and in good taste. Many firms have taken the problem of dress out of the hands of the salesperson by furnishing uniforms for all employees. This has several advantages. For instance, it enables the customer to recognize the salesperson as such without any difficulty; it allows the firm to carry out some color or style plan; it insures appropriateness in dress, and gives every salesperson an equal advantage from the standpoint of attracting attention; it aids the customer to concentrate on the goods instead of on the salesperson.

Too often a salesperson will wear loud or striking clothing purely for the purpose of getting a good deal of personal attention; this may produce two different results, depending upon the personality and skill of the individual:

It may greatly boost a skillful person's total sales, or it may prevent him from making sales, because the customer is unable to get his attention away from his appearance.

The wise salesperson will not attempt to attract attention by loud or unusual dress, but will rather rely upon his own personality and upon desirable business behavior for winning customers. Any "old hand" at the business of selling knows the importance of looking and *acting* alert and alive if he wants to build up a clientele.

This same principle works in the field of acting. The story is told of a famous actress of the legitimate theater who was costarred in a play with a celebrated but less experienced actress. Whenever the script called for the younger woman's taking the scene, the old trouper would remain silent, as she was compelled to, but she would flutter a handkerchief, readjust a rose in a bouquet, or go through some other *action* that attracted the attention of the audience and covered the lines spoken by the starlet.

The result was that when the reviews came out the veteran actress received all the acclaim, because she was the only one the audience and the critics had watched.

Carriage.—If a person carries his body in a manner that suggests a whipped dog or a tired plow horse, the world will evaluate him accordingly. Your attitude toward yourself, toward your work, and toward the world in general is reflected in your carriage. If you enjoy your work, have the admiration and respect of your associates, have no cause for shame nor self-condemnation, are cheerful, friendly, and optimistic, and if you are alive to the legitimate joys of living, you will be likely to hold your head high, throw your shoulders back, look the world in the eye, and move along with ease and vigor.

Check your manner of walking occasionally, but remember that it is generally undesirable to pay conscious attention to a process that is governed by muscular habit; when you do, you feel very self-conscious and awkward. Your best guarantee for proper carriage, then, is an occasional check and a constant insistence upon having the proper attitudes in your mind. Desirable carriage wins attention.

Voice.—We have already discussed the matter of voice very thoroughly in Chap. **Ill,** personal asset number 5. May I suggest that you review that material now, because a salesperson must be particularly careful not to offend or irritate his customer with a shrill, squeaky, guttural, or inaudible voice. Your voice is a vital part of your personality, and you must see to it that it is favorable at all times. Unless your voice is pleasant, you will have difficulty in getting and holding the customer's attention and interest.

Attitudes.—One's attitudes are doubtless the most vital part of his personality, because they color and direct every word spoken and every movement or act performed. If one's attitudes are those of kindness, sympathy, cheerfulness, love, fairness, loyalty, faith, confidence, etc., the chances are that his personality will be attractive, and the influence of personality is, after all, the most important factor in securing and holding attention and developing interest.

Opening the interview.—Every traveling salesman knows the importance of having his opening statements thoroughly planned so that they will get in step with the customer's mind. The surest way of getting attention and interest is to *speak in terms of the customer's inter ests' needs, likes, and business problems.* These are the items with

which he is forever concerned, and if you have a suggestion for saving him time, money, or labor or for solving some problem that has given him concern, he will follow your every detail. Naturally, last-minute observations or current incidents may alter your planned approach, but one cannot rely upon such conditions to suggest his first statements.

The salesman must at all times give the impression of calmness and self-confidence at the very outset. He must ascertain the customer's mood and act accordingly. If the customer is serious and worried, the salesperson should not be flippant or humorous, and vice versa. Very often the traveling salesman can follow his greeting with some comment on the customer's improvements in his place of business, a reference to his window displays, or some successful practice that he has employed. Such comments would tend to bring the two people together and would put the customer in a pleasant frame of mind. The salesman must always use good taste and try to be original in his opening comments.

The question opening.—When someone asks you a question, what is your first impulse? To answer it, of course. This requires some concentration, some attention. Knowing this, why not use this principle on your customer? It is a very good method of securing attention and interest, provided that the question is carefully framed so that it will fall in line with the customer's desires, interests, worries, likes, ambitions, problems, etc. Some suggestions that may prove helpful regarding these opening questions follow:

1. Ask a question that (a) is interestingly framed, (6) puts the customer on the defensive, and *(c)* arouses his curiosity.

Examples: "Are you insured against living too long?"

"Would you be interested in a product that can lengthen the life of your machines by 20 per cent?"

2. Ask a question that gives you permission to go ahead.

Examples: "May I tell you about the J. J. Black Company's new double-life typewriter ribbons?"

"May I show you some excellent workmanship in leathercraft?"

3. Ask a question that hits at the heart of his chief interest, problem, desires, or worry.

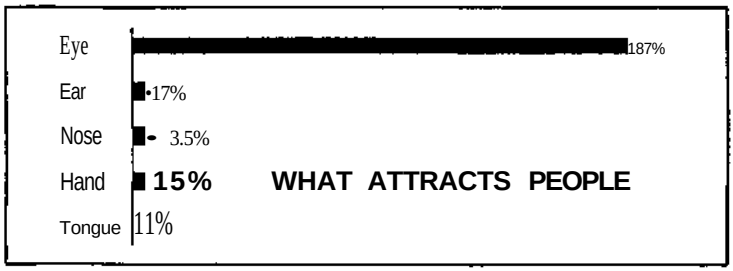
Examples: "Would you be interested in knowing how you can save 30 per cent on your heating bill?"

"Would you care to learn about a plan that has increased gross sales from 10 to 40 per cent for more than 1,000 of our customers?"

Use of display.—After the opening comments have been made, the conversation should turn naturally to the article being sold. In this connection the salesman is greatly aided by the use of display material—illustrations, samples, or the article itself. The best ppssible display, obviously, is the article itself; however, if it is impossible to use the article, the salesperson should be thoroughly familiar and well supplied with charts, illustrations, samples, or working models. Remember that the human mind is primarily *objective;* that is, we understand and associate facts much more readily if we can *see* what is being presented.

The old Chinese proverb "A picture is worth ten thousand words" applies in this connection. There are but five ways of conveying an idea to a person's brain—the five senses—and the sense of sight is many times more efficient than its next nearest rival, the sense of hearing.

People get impressions through the eye quicker and more clearly than in any other way. Many studies have been made to discover what attracts people. The following chart shows the relative importance of appeals to the different senses.[1]



The salesman should therefore plan to make the fullest use possible of this powerful selling aid. The manufacturer or wholesaler can furnish all the display and visual-aid matter necessary.

Use of dramatization.—Do you remember the best speaker you ever heard? Why did you like him? Was he active? Did he use gestures freely and well? Did he imitate someone's way of speaking or acting? Did he *vary* his inflections, his emphasis, his speed, and his manner while speaking? In other words, was he dramatic? If he really was an outstanding speaker, the chances are greatly in favor of your answering every one of these questions in the affirmative.

What, you may say, does this have to do with salesmanship? Just this: Every salesman *must* be dramatic if he hopes to "put his ideas across" in the most effective manner, effective, that is, from the standpoint of the cus-

[1] "Better Retailing," Merchants' Service, The National Cash Register Company, Dayton, Ohio, p. 153 (quoted by permission).

tomer's understanding and remembering the presentation. In this connection it is well to remember that no person can be dramatic nor magnetic nor vivacious unless he is in good health, is well rested, is alert and enthusiastic, and exerts a great deal of energy in his activities.

This certainly does not mean that a salesman should "storm'* into a man's place of business, "blow" about his product for a few moments, then "breeze" along in the wake of an ill-timed gust, "flutter" into the presence of another customer, only to be "flagged" (or flopped) out on the street again! Don't be a "hummingbird" salesman. But, after you have used some common sense in planning your interview and all your good manners in meeting your customer, you should then have enough knowledge, vitality, enthusiasm, and originality to be able to make a favorable impression for yourself as well as for your product.

How can the salesman be dramatic? What worked for the speaker we mentioned a moment ago will also work for the salesman. In addition, his company will be delighted to furnish him with pictures, charts, diagrams, samples, graphs, catalogues, working models, or the article itself. Using these at the proper time and in the proper manner will produce the desired effect. If you need further suggestions, you may benefit from the following:

1. A well-known refrigerator manufacturer instructs salesmen to light matches and have the customers *listen* to them burn. Then they conclude triumphantly, "Our refrigerator makes no more noise than that burning match," or words to that effect.

2. A cigarette concern supplies salesmen with equipment for "toasting" tobacco, for the benefit of the curious customer and his friends.

3. An automobile manufacturer demonstrated the strength of the steel top of his car by leading a small elephant up a chute and walking him across the top.

4. Another automobile manufacturer demonstrated the strength and safety of the all-steel body by running cars over cliffs, etc. You could not carry the crumpled car, but you could have motion pictures or photographs.

5. A mail-order company sells ladies' hats autographed by Hollywood stars.

6. A shoe firm places a pair of shoes on a piece of rich velvet and turns on a spotlight.

7. A watch salesman dips the watch into a bowl of water.

8. A tile salesman purposely drops the tile on the concrete floor; it doesn't break.

9. A food salesman ppens a package and passes it around.

10. A cosmetics saleswoman demonstrates proper make-up.

You can, no doubt, add your own illustrations by the score. How can you dramatize some feature of your product?

Getting the customer to talk.—A sales interview is not a one-sided affair; the salesperson should direct the course of the conversation, but the customer must be induced to carry his share of it. If the customer is asked a few definite questions during the interview, he will be compelled'to give the matter his attention and will as a result gather some information about your product; this, in turn, should create a certain amount of interest in the article, because interest is based on information; one cannot be interested nor enthusiastic concerning a product about which he knows nothing.

Finally, the salesman will do well to recognize the fact that the average human being enjoys expressing his ideas on a subject. He would much rather tell you what he knows or thinks about an article than be compelled to remain quiet while you go through an involved sales talk. Let the customer talk—talk often and long, if he wishes.

PROBLEMS

1. List the methods which you have observed salesmen use for securing attention and interest.
2. Contact a salesperson employed by the largest department store in your city or by the branch of some national chain store organization and ask him what instructions or regulations concerning personal appearance and grooming he has been given by his company. Take notes and report to the class.
3. What are some of the opening statements used by retail salespeople in your city?
4. What was the most elaborate display material which you have observed in use by a salesman? Explain.
5. What dramatic methods have you observed salesmen use in presenting their products to the customer?

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CHAPTER XX

CONVINCING THE CUSTOMER

A customer may pay careful attention to your sales talk; he may be reasonably interested in your product; but if he does not believe what you say about the article, if he discounts the claims you make for it, if he is not convinced of the worth and desirability of the article, he will not buy. Again, we have some very definite selling aids that can be depended upon to convince the customer that your product is what he needs and wants. Become thoroughly familiar with their nature and use.

Facts and figures.—There are two general classes of appeals used in selling; they are the rational, or factual, and the emotional, or human-interest, appeals. It is often said that when a salesman is in doubt as to what material to use, he should use more *facts.* Facts and figures certainly are convincing, if of the proper kind. The customer is interested in facts concerning such questions as these: What will this do for me personally? What will this do for my family or those close to me? How will this affect my business? What social, religious, or political influence will this produce?

Yes, facts that are recognized as such by the customer are vital in every sales attempt. On the other hand, one must not overlook an opportunity for tying them up with, or relating them to, the various human instincts or urges that are present in all human beings. In other words, the sale can be made more easily if the salesman combines the

rational and the emotional appeals in pleasing proportion. The emotional appeals are commonly used for producing a desire for the product and will be discussed in the next chapter.

In presenting facts and figures, try to illustrate them to the customer. As you mention the various features of the article, you might point to them or demonstrate their use in the article itself. If this is impossible, have an illustration of the feature and let the customer see what size, shape, color, and connection with the whole it has; this will enable him to grasp the significance of the item more fully.

Do you have a number of figures to present? If so, try to illustrate their significance by using graphs. A long series of figures will soon bore the listener, and the result of their use will be just the opposite of that which you hope to produce.

Tests.—The results of tests are convincing material, particularly if the tests were made by some disinterested person or organization. When the results of such tests are favorable to your product (you would not cite them otherwise), emphasize the reliability of the test or of the organization making it and clearly point out the benefits that the customer will derive because of this circumstance.

You hear this sales strategy being used every day over your radio. One firm will tell you that as a result of a test which it conducted, it proved conclusively that its product contains less waste material than that found in ten other leading brands. Another will announce triumphantly that when troubled users switched to its product every trace of irritation disappeared completely or was remarkably improved. Manufacturers often call attention to the fact that an impartial scientific organization,

such as Consumers' Research, Inc., recommends their product, and this does carry considerable weight for the informed consumer. Automobile manufacturers commonly cite the records made by their cars in an American Automobile Association test, such as the Gilmore-Yosemite run. The American public is science minded, and it is willing to listen to and accept information concerning scientific tests and experiments made with products that it needs and uses. This, then, is the second method of producing conviction.

Samples.—When trying to introduce a new cereal or blend of coffee or brand of gum or any number of other items, the manufacturer will supply the dealer with sample packages of the product. The customer can then taste it or prepare it or apply it in his own home and at his leisure. He will take his own time about reading the description on the package, and he will make up his own mind regarding the desirability of the product. The customer is actually performing the entire sales job by himself, and he will satisfy his every curiosity concerning the item. The result? Well, "seeing is believing." He will not doubt his own findings. If the product is good, the customer will be convinced.

Trial use.—In many respects this method of producing conviction is similar to the use of samples; however, in the case of trial use the customer is permitted to try a mechanism for a limited period of time, after which he either buys it or returns it to the dealer. The sales psychology is essentially the same as that employed in the use of samples: The customer's doubt and suspicion are overcome when he has an opportunity to take the article to his own home and give it a thorough trial. Again he does his own selling and convincing.

Guarantees.—A fifth method commonly used for producing conviction is guaranteeing the product. There are all types of guarantees, ranging from a lifetime to practically no period at all. Naturally, a guarantee is no better than the firm issuing it. If a well-established firm issues a definitely worded guarantee, however, the customer can rely on its being fulfilled, as the firm would not jeopardize a reputation built up over a period of years by failing to perform its promises.

Perhaps the most commonly used guarantee in retail merchandising is this: "Your money back if you are not satisfied." This would remove a good many doubts that might be lingering in the mind of the customer. The sales manager who is interested in continuing in business for a length of time will be scrupulously honest in wording his guarantees, and he will live up to them to the letter.

Refeiences.—Every salesperson should keep a record of the users of his product together with statements concerning their experience with the article. One of the most convincing methods of putting the merits of your product over to your customer is to let him talk with a satisfied user. The buyer will not be likely to doubt the word of the man who has paid his money for the article and has put it to a test; but he may still feel that the salesman is primarily concerned about getting a certain profit from selling him the item. Perhaps the best known slogan that falls under this heading is the one used by the Packard Motor Company, "Ask the man who owns one." The implication is that he is satisfied with the product, that he will tell you why, and that you also will be a satisfied customer if you buy.

References are particularly good if the customer is acquainted with the people whose experiences are cited.

The salesman must be familiar with the addresses as well as the names of former customers, so that, if his present customer lives in Elmville, he can say, "Mr. *X* of your town bought one of these last year, and he has—" then go on with Mr. *X's* experience.

Testimonials.—This is a much-used—although considerably abused—method of producing belief in the product. Anything from yachts to Chinese herbs are sold on the strength of testimonials from people, famous or otherwise, whose pictures are prominently displayed and who tell the reader just what the product did for them.

Testimonials, if properly used, are one of the most effective means of producing conviction or belief in the product. When you see the picture of some famous or well-known person and read what he has to say about the product, the tendency is to feel that he knows what he is talking about and that, if *he* likes the product, it certainly is good enough for you. This method also benefits from the human trait of imitation. When we see an attractive, famous, or well-known person in possession of a certain article, if he seems to be happy in the use of it, our human instinct of imitation asserts itself, and we want it too.

Many people have learned, however, to discount the statements made in testimonials, because they are aware of practices,that are not altogether ethical. For instance, a short time ago a cigarette manufacturer displayed the picture of a world-famous young woman who, according to the testimonial, enjoyed this particular brand of cigarette very much and smoked so many every day. I inquired about this individual from a friend of mine who knows her personally, and I learned that the famous young lady does not use tobacco at all, but she consented to the company's printing this so-called "testimonial" because

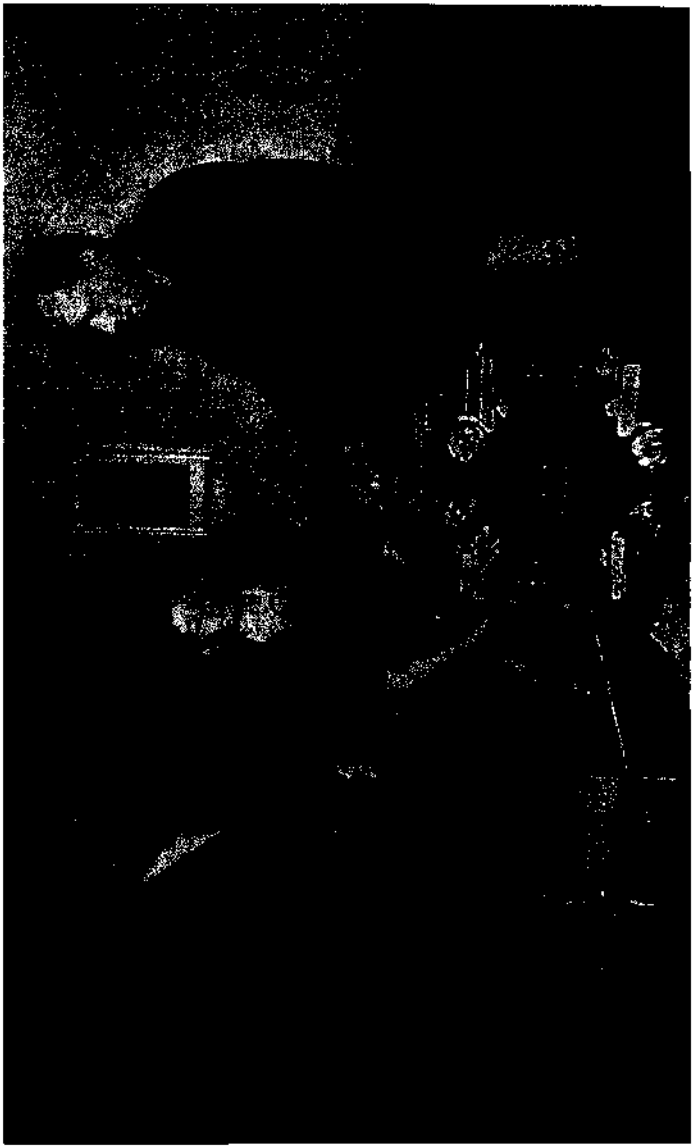
of the publicity she would get. "Besides," he said, "they also made it worth her time, financially."

A retailer should keep a card-index file of satisfied customers, and on these cards he should have a record of the favorable statements made by them. It might be well to ask the customer if he would mind being quoted before using such statements.

Salesman's knowledge of the product.—After all, I suppose there is nothing that can take the place of the salesman's own knowledge of his product for inducing conviction. If. the salesman can answer every question fully and accurately; if he can explain the reason for the particular size, shape, texture, color, or construction of the article; if he is sincere, honest, and enthusiastic; if he has succeeded in making a friend of the customer; and if he has tied the use of the article up with the customer's needs, then the chances are good that a sale will be made.

Other factors influencing conviction.—A salesman must not overlook the fact that his appearance and state of health affect his ability to convince the customer. If one is well dressed and radiates good health, his customers or other associates will be much more likely to believe in him and to follow his suggestions than they would if he did not seem to know how to care for his personal appearance and physical well-being.

It is, however, entirely possible for the salesman to overdo the matter of dress. He must not appear "shabby," of course, but if he dresses so well and expensively that the customer is made to feel inferior, he will be handicapping himself decidedly. Not long ago I observed a very trim and "natty" salesman attempt to make a sale to a retailer. In addition to wearing a striking suit, he was "flashing" a 3-carat diamond ring.



The salesman is an educator. He teaches the customer how to operate, adapt, and care for the product.

The interview was being held under some strong unshielded light bulbs, and the brilliance of that diamond was tremendous. When the salesman had been turned down and was on his way out, the customer remarked, "That man doesn't need my business. Did you see that diamond he was wearing? I'll bet that's worth a thousand bucks if it's worth a nickel!"

This salesman's diamond ring received all the attention. I doubt very much that the customer was able to keep his mind on the sales talk even for a moment. As his remark at the conclusion of the interview shows, he was doubtless trying to appraise the value of the ring while the salesman was in the midst of his strongest talking point; consequently, when the time came for making a decision on the product, the customer was unprepared for this step, with the result indicated.

This same caution, incidentally, applies in connection with securing attention. The diamond ring commanded attention all right, but to itself only—not to the goods being sold. That is not the kind of attention that the salesman wants.

To illustrate this point further, take the case of a young salesman who had established an excellent record with his firm and seemed to be eligible for promotion, when his record suddenly showed a tremendous drop in sales. The salesman did everything he could to remedy the condition but seemed unable to regain his former efficiency. He finally asked the sales manager to accompany him and tell him what was wrong with his method of presenting his merchandise.

After watching and listening through several interviews, the sales manager said, "When did you have that gold tooth put into the front of your mouth?" The salesman

admitted that this had been done at about the time that his record began to show a decline. At the insistence of the sales manager, the gold tooth was removed, and the salesman's record jumped back to normal. The explanation is simple: The customers were so busy speculating about the reason for the gold tooth, wondering how much it cost, how he lost the other one (do you suppose he lost it in a brawl, or did his wife—no, it couldn't be that—), how it felt to have a thing like that in the mouth, etc., that they did not hear a word that the salesman had said; and when their speculations were interrupted by the closing attempt, they were totally unprepared, and so they said, "No."

To gain the customer's confidence and conviction, then, the salesman must be appropriately dressed, thoroughly fortified with knowledge of the product and the customer, familiar with the manner of using such aids as figures, tests, samples, trial use, guarantees, references, and testimonials; he must be frank, sincere, reasonable, enthusiastic, and optimistic. He must guard against being unconventional or erratic in any respect. Human beings are quick to detect and resent such traits.

PROBLEMS

1. Interview a successful salesman of the product that you have chosen for your class demonstration and ask him what methods he uses for convincing his customers of the desirability of this product. Report on these and plan to employ them in your own sales talk.

2. Have you observed salesmen present facts and figures to prospective buyers? How was it done? Be specific.

3. Give three examples from current advertising of the use of *tests* for producing belief in the merits of the product.

4. Have you had any recent experience with samples? trial use? guarantees? references? testimonials? Relate your experiences, using specific cases and details. (Do not mention the names of local merchants or salespeople if your experience has been unfortunate.)

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CHAPTER XXI

CUSTOMER DESIRE AND ACTION

The demonstration.—After the prospect has learned enough about the product to appreciate seeing it perform, put on your demonstration. No definite time for demonstrating can be set, as that depends upon the information possessed by the customer and the nature of the goods. In selling foods, the sales attempt may well begin with the demonstration; in other, cases the demonstration may be divided into parts to fit the progress of the interview.

A demonstration overlaps several of the steps to be covered in making a sale. In fact, it fits into all five of the steps: it gets the customer's attention, it arouses his interest, it should be convincing, it should therefore create desire, and it should finally induce him to act. However, the demonstration has the most direct influence in creating desire for the product, because if the customer is permitted to see what it will do for him, everything else being equal, he will want it for himself. The salesman must be certain that he has the demonstration well organized and thoroughly practiced, so that the result will be exactly as he said it would. If the demonstration fails, the sale is usually lost.

An automobile salesman was emphasizing the value of the flexible steering wheel used on his make of car. "In case the undesirable should happen," he went on, "and you should have an accident, you at least would not be

pinned underneath the steering wheel, as it is flexible enough to bend to your shape, yet so tough that it will not break, leaving sharp edges that would injure the driver." He then told the customer to "Watch this," whereupon he gave a vigorous twist to the wheel and broke it into bits! Everyone but the salesman had a good laugh, and no sale was made. This salesman made the mistake of overworking his demonstration.

In another case a fountain-pen salesman was telling a prospective dealer that the barrel of the pen was exceptionally strong even though it was transparent. "Why," he insisted, "it will hold the weight of a man." The dealer seemed ready to believe this statement, but the salesman was unwilling to let well enough alone, and so he dropped the pen to the floor, stepped on it, and smashed it completely! Again, no sale was made.

The customer should take an active part in the demonstration. This will insure his attention and interest in the performance. In many cases—as in selling a car—the customer performs the demonstration by himself. Here is a good principle of psychology for salesmen to remember: *When the customer has been given an opportunity to associate himself intimately with the product, he is reluctant to let it go.* Therefore, when selling fur coats to women, for instance, have the customer put the coat on and let her see herself in a full-sized mirror. If the coat is suitable, she will admire her appearance, and every native urge will encourage her to retain its possession. When an automobile prospect is allowed to get behind the wheel and drive this beautiful new car along the streets, where he waves to his friends, he will so enjoy the surge of pride and the feeling of importance that he will want them to continue, which is possible only if he buys the car.

Here is a further example of the value of letting the customer *see* himself associated with the product: In a certain automobile salesroom it was found that the cars which were displayed in a particular spot on the sales floor invariably sold several times more readily than those displayed elsewhere. The manager was determined to learn the reason for this, and as he sat in the car pondering the possible causes, he noticed that he and the entire car were perfectly reflected in a large mirror on the opposite wall! He searched no further for his reason. The customers had seen themselves as others see them, and, liking their appearance, they had bought the car to preserve the picture.

Selling the use of the article.—No one buys a filing cabinet in order to take up floor space nor a washing machine for its beauty nor a bit and brace for its shiny, twisted steel. It is the benefit to be derived from the *use* of the article or idea that induces the customer to part with his money. This is a fundamental principle of salesmanship, which must be carefully observed and followed.

In this connection it is important to notice that the salesman must not expect the *customer* to think of the various benefits that he would derive from using the product. The customer will be too much concerned about whether or not to part with his money to think about anything else. The salesman must be able to use his *imagination* to the extent of being able to see the prospect in possession of the product and enjoying its benefits.

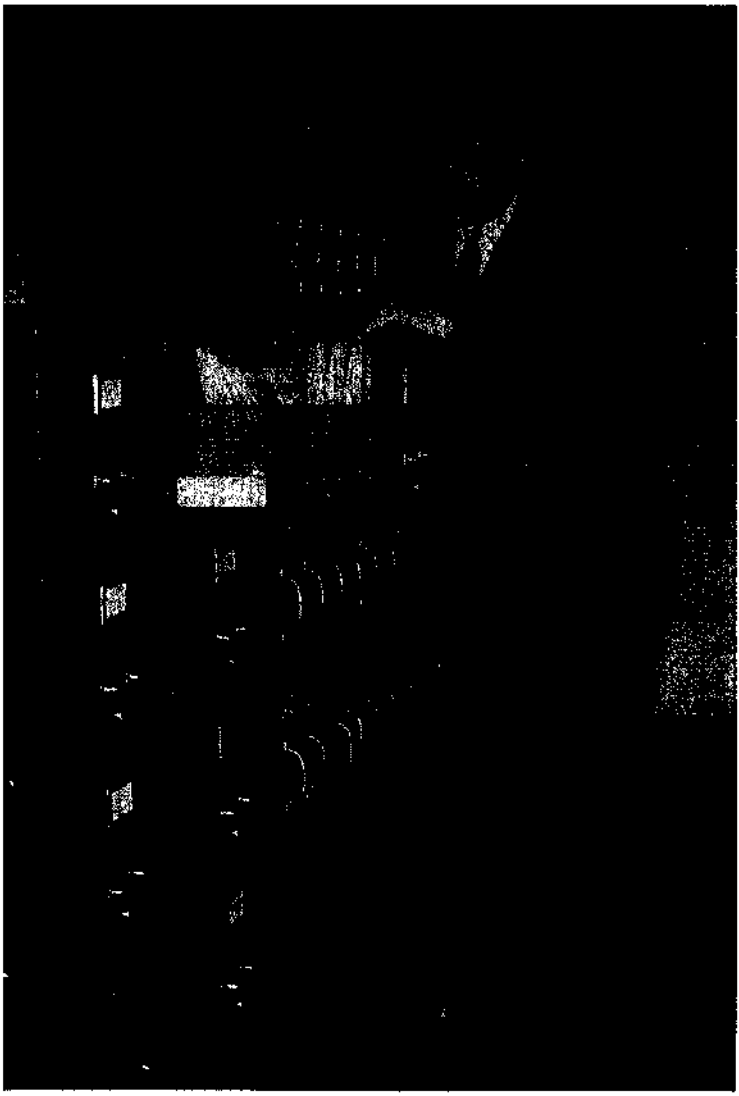
Let us assume that you are selling furniture and that an elderly gentleman comes in to look at an overstuffed rocker. You would not fall into the error that handicaps a majority of our retail salespeople—simply stating that the chair has mohair upholstery, is beautiful, and costs

so many dollars. No, indeed not! You would, of course, give the customer this information and as much more as he seemed interested in hearing, but you would not neglect the most important part of your sales attempt—selling the *use* of the chair. You would invite him to sit in the rocker, and when he is comfortably relaxed, you might go on about like this: "Wouldn't that be a comfortable chair in which to relax after a hard day's work? It certainly would add to your pleasure as you're seated before your fireplace enjoying your favorite reading."

You have now definitely associated the customer with the chair; you have made a personal matter out of it; you have used your imagination for painting a pleasant picture which is within his own range of experience and in which he is the central figure; you have made a strong appeal to the instincts or human urges of *comfort* and *pleasure.* You are now using real salesmanship!

Securing customer agreement.—You noticed in the preceding illustration that we asked the customer a question to which he could answer nothing but "yes." We said, "Wouldn't that be a comfortable chair in which to relax after a hard day's work?" We were, you see, getting the customer's agreement, which is another important principle in salesmanship, one that must be observed if the customer's desire and action are to be secured. It is well to arrange the sales talk in such a way that the customer will express himself favorably several times during the interview, because you will then be much more likely to secure a favorable response to your closing attempt.

Use of buying motives, or sales appeals.—The most commonly used method of securing desire that leads to action in a sale is employing buying motives, or sales appeals. These appeals are based upon human instincts, or funda-



The salesman and his records. A salesman's records must be accurate, systematically kept, and constantly used.

mental urges, that are present in all human beings. (Review the urges listed in Chap. V.) Since these urges are universal, they can be used on all people for all products. Naturally, a salesman cannot employ all of these appeals in selling any *one* product, but he can usually touch upon several. Here is a list of the motives that cause human beings to act as they do:

1. *Physical comfort—ease—leisure.*—Every human being wants to be comfortable, and he will exert a good deal of energy in arranging his environment to that end. If you can convince him that the product that you sell will increase his comfort, your sale will be aided by this strong motive.

The desire to have things *easy* is also involved in this urge. We are all lazy by nature; that is why we keep looking for easier ways of doing our worl$. Have you ever heard of a person who thought that he was underworked and overpaid? Naturally not! The inverse is always true. Therefore, if you can show that your product will save the customer's energy—make his work easier or simpler—you are using this sales appeal effectively. Furthermore, if you can convince the customer that your product will either give him more leisure time or add to the enjoyment of the leisure that he already possesses, his natural desire will assert itself to your advantage.

2. *Desire for gain, or acquisitiveness.*—A child will display human nature "in the raw," we might say. Have you noticed how "possessory" a child will be? He thinks that he owns the world. Everything that comes within his sight is thought of as being his own. We adults are very much like that. We want things for ourselves. We get a great deal of pleasure out of acquiring possession of various articles. Incidentally, this is one reason why communism

simply will not work. It is contrary to human nature. If you can show your customer how to save money, time, or material, or if you can convince him that your product will actually produce an income for him, you will be playing upon the instinctive urge of desire for gain, or acquisitiveness.

3. *Love of family.*—Nature has planted the urge of love of offspring in the being of every individual. When you appeal to the head of a family on the basis of the welfare of his loved ones, you are dealing with a very sensitive and powerful motive. Every man wants his wife and children to be amply provided for, to be well thought of, and to have the advantages that are enjoyed by others in his social set.

Have you ever heard parents say, "I don't want my children to work as hard as I did"? Of course you have. That is a common evidence of this motive. If you can convince the customer that your product will improve the lot of his children to some desirable degree, the urge of love of family will be an influential assistant in your making the sale.

4. *Pride.*—The appeal of pride has a wide range of application. A person might be induced to buy a product because of the just pride he takes in the appearance of his home or the standing of his family in the community or the reputation that he has acquired or the tradition of a race of people or community. Then, too, there is the more obvious appeal of *pride of possession,* which is a sort of combination of acquisitiveness and the next appeal, namely,

5. *Vanity.*—We all do a great number of things for no other reason than to flatter our deeply rooted trait of vanity. We may rationalize about buying that new car.

saying that it just did not pay to repair the old one, which needed a new set of tires and this or that; yet, beneath it all, we simply felt embarrassed about being seen in the old wreck any longer. We felt the need for something that would bolster our prestige and win some attention and praise from our associates—yes, and even some envy from those who had injured our feeling of importance. We felt ourselves far too good to be compelled to ride in the decrepit old machine any longer, and so we spent our money and in some cases mortgaged the future for a very questionable satisfaction.

This urge of vanity has caused the fair sex of the human family to seek aids to beauty since the time of Cleopatra, at least. It caused the women of China to suffer the agony of bound feet without a whimper. It induces the modern woman to immerse herself in mud, to melt herself partially in steam, to be rolled and patted into a semi-pulp, to starve herself into a coma, and even to allow a plastic surgeon to work on her with his scalpel.

The aborigines of Africa also fall victim to this urge. They may wad mud into their hair until they carry a formidable "mound" on their heads or stretch their lips into saucerlike shapes by placing wooden disks into them or force metal rings around their necks until their heads no longer seem related to their shoulders. All this is done, of course, for the sake of the beauty that it confers on the individual.

If you are selling a product that can reasonably claim to enhance a person's beauty, you are indeed fortunate. Your major problem will simply be to tell the world about it. You will not need to create desire; it is already present. That is true, incidentally, of a number of other items as well. For instance, you will usually not be compelled to

concentrate to any extent on arousing a customer's *desire* for a new car or a fur coat. His only problem is to decide *which* new car or coat to buy, if he can afford one at all. In general, this would apply to most *well-known* luxury items. The salesman will be wise, then, to keep this urge in mind and to plan ways in which he can appeal to it in selling his product.

6. *Competition.*—Do you enjoy participating in or watching a game of baseball, football, basketball, polo, or hockey? Naturally, you do if you are a normal human being—particularly if one of the teams represents your home town. Every human being enjoys matching his strength, skill, or wit against that of another in friendly rivalry. That is why such exhibitions as the Olympic Games have been popular since the time of the ancient Greeks.

This competitive urge can be appealed to effectively by the salesman; he may mention casually the names of several of the customer's acquaintances who have bought similar articles, and the chances are that if the prospect is a spirited person he wants to "keep up with the Joneses" or to go them one better. In fact, the salesman may not need to use this appeal, as the customer may be acting under the urge of it already; that, perhaps, is why he came into your store.

7. *Imitation.*—When the social leader of the city is seen wearing a new model of dress, coat, hat, or accessory, the shop girl wants one too. If a motion-picture star wears a becoming coiffure, Sally Jones wants to try it also. If the celebrity Jane *X* says that she prefers *Y* juice as a result of her taste test, then Mary *Z* will be likely to say the same thing. Such is the power of imitation. The average individual does not trust his ability to originate,

invent, decide, or be different; that is why he looks to a model or leader; that is why he follows the herd, so to speak. This theory fits into our previous discussion of the use of testimonials.

8. *Fear or caution.*—This is a negative appeal; therefore, it is unpleasant or annoying and should be avoided in most cases. Certain types of items, however, are effectively put over on the basis of this appeal, notably various kinds of insurance, and drug or medical supplies.

9. *Love of beauty.*—You and all other human beings love many things because you think them beautiful. Love of beauty is inherent in the human race and is the reason for our buying flowers, jewels, silks, works of art, and a host of other items that we feel possess this quality. The wife of the multimillionaire, who pays $25,000 or more for a Russian sable coat, does so, no doubt, largely because she loves its luster, texture, color, and general appearance. I grant you, of course, that the motives of pride and vanity also play their part in a sale of that kind.

10. *Sociability.*—The desire to be thought well of by one's associates; the joy of associating pleasantly with others; the will to have others seek you, your home, your company and entertainment—these and other similar urges fall under the heading of sociability. The salesman who can picture his article used in a pleasant social environment or who can convince the customer that his social prestige or position will be improved by the use of his product will again have a strong ally in making the sale.

This motive can also be said to include the urges of *loyalty* and *desire for approval.* Loyalty to loved ones, to an organization such as a business firm, a lodge or a society, to a community project, to a state, or even to a

nation are appeals that are often successfully made.[4] The urge of desire for approval could be given no expression except through association with other individuals; hence its relation to *sociability* is apparent.

11. *Pleasure.*—All human beings have as a somewhat vague, or undefined, objective of life the securing of a general state of happiness. Closely associated with this objective, in fact, the current substance of it, is one's instinctive love of play or amusement. Many people are far too pleasure conscious for their own economic good, a fact that aids the salesman in sports or amusement lines. Convince the customer that he will derive a good deal of pleasure from the use of your product, and his play instinct will urge him to buy.

12. *Self-preservation.*—You have often heard the adage "Self-preservation is the first law of nature," which is doubtless based on good psychology. Any product that can be associated with a person's physical well-being, such as food, clothing, drug and medical supplies, comes within the scope of this appeal. People living in the United States are more health conscious than are the people of any other nation, and so variations of this appeal are very commonly used in this country.

Closing the sale.—Much has been said and written about the correct psychological moment for making an attempt at closing the sale; however, so much depends upon the nature of the goods and the knowledge of the customer that it is impossible to give any definite rule in the matter. Generally speaking, the closing attempt should be made after the customer's desire has been aroused. Watch your customer for your most reliable clues to the proper time for closing the sale. You should discontinue your

sales talk and attempt a close if the customer asks any questions such as the following:

1. "Do you sell on time?"
2. "May I bring this back if it does not fit?"
3. "How soon can this be delivered?"
4. "Did you say that the *X* company has installed this equipment?"
5. "Did you say that you sold one of these to Mr. Jones?"
6. "Do the prices vary in quantity lots?"
7. "Do you charge for servicing this machine?"
8. "Do you give any accessories with it?"
9. "Do you make alterations free of charge?"
10. "To what extent do you guarantee this item?"

Closing statements.—The closing, then, should come as a natural consequence to the salesman's having given the customer all the necessary information concerning the product. It should be made after all objections have been carefully met and agreeably disposed of and after the five steps in making a sale have been covered to the required degree. The salesman must have enough self-confidence to feel sure that the sale will be made. This feeling of conviction will strengthen his entire sales attempt.

Several of the following ideas have been mentioned before, but they are important enough to be repeated in this connection. For instance, here is a caution that must be carefully observed: Never ask the customer a question in the closing to which he can answer "No." Let us examine some undesirable closings to see how they could be improved. In place of saying, "Do you want to buy a paper, mister?" the newsboy should have said, "Which will you have, sir, the *Herald* or the *Tribune?"* This question places a choice before the customer, and he finds himself

attempting to make a decision as to *which* paper he should buy, rather than *whether* he should buy a paper.

That is a very important and effective principle of salesmanship. Never frame your closing questions so that they ask the customer *if* he wants to buy; always focus his attention on *which* he wants to buy. The latter is positive and suggestive, assuming that favorable action will be taken. Do not say, "Do you want a tie to go with this shirt?" Say, "We have some new ties here that would go very well with this shirt." Then demonstrate the ties.

If you are selling packaged goods, avoid saying, "Do you want the large or the small size?" In this case the customer will take the lesser of the two evils—he will take the small package. The salesman should say, "You want the large size, I presume?" or "The large size is the more economical (or efficient); that is what you want, I suppose?"

In selling a product that is commonly bought in lots or multiple numbers, do not ask, "How many will you need?" That question places the burden of thinking and judging upon the customer, a difficult and unpleasant prospect to him. Rather say, "Will one dozen be enough?" You use your knowledge of his needs in deciding upon the amount or number to suggest.

These suggestions can be elaborated upon and adapted to fit the requirements of any sale.

No discussion of closing the sale would be complete without listing a few typical closing statements, which apply in most lines of business:

1. "Will you have the blue or the green?"
2. "Which size (quality, style) suits you the best?"
3. "Do you need several? We sell them at three for a dollar."

4. "Do you want it with or without the extra pair of pants?"

5. "Will this model suit your needs the best?"

6. "Do you want it charged, or will you pay cash?"

7. "Do you want to take it with you?"

8. "Will you want it altered in any way?"

9. "Do you want to wear it?"

When the customer has given you his answer to any one of these questions, he has bought the product.

Here are a few negative suggestions, which should be avoided after the customer has bought one item:

1. "Is that all?" This question suggests the word "all," and so the customer says, "Yes; that's all."

2. "Is there anything else?" This places the unpleasant task of making a decision upon the buyer, and so he says, "No."

3. "You wouldn't want any———, would you?" He has now been told that he "doesn't want any," so he accepts that suggestion.

4. "There was nothing else, was there?" The expression "nothing else" gives him the suggestion that he uses in his reply in this case. These closing comments are actually worse than useless. They give the customer an excuse for closing both his mind and his pocketbook. The salesman should rather *go right ahead with suggesting other related products that the customer might need.*

The National Cash Register Company [1] makes the following statements concerning selling by suggestion:

For an example of suggestion selling, suppose a customer asks for a starched collar. This purchase would amount to about 25 cents. While the salesperson is wrapping the collar, he might suggest another

[1] From "Better Retailing," pp. 99-100, Merchants' Service, The National Cash Register Company, Dayton, Ohio (quoted by permission).

collar, a new necktie, new shirt, new gloves, pocket handkerchiefs, or hosiery. Such suggestion selling could easily increase the sale from 25 cents to $3. The customer is invariably pleased with his additional purchases, and the salesperson will boost his own and the store's average sale.

Suppose a grocery customer asked for a box of strawberries, amount' ing to 20 cents. While the salesperson is wrapping the strawberries, he might mention that the baked goods department had some delicious fresh baked shortcake. Frequently the customer will be pleased at such attention, and sales will increase greatly. Complementary articles are numerous and often sell together when the salesman employs the power of suggestion. For example, here are a few:

Shoes	Hosiery, polish, brushes, shoo trees, etc.
Shirts	Neckties, handkerchiefs, suspenders, etc.
Beef roast	Horseradish, relish, sauces, etc.
Toothbrush . .	Toothpaste, mouthwash, dental floss, etc.
Paint .	Xew brush, sandpaper, putty, etc.
Tires	Tubes, repair kits, and other accessories.

Another way to employ suggestion is to take an interested, enthusiastic attitude. Employ positive suggestions. Say, "Here are some tree-ripened Alberta peaches which have just arrived, Mrs. Benton. At 21 cents, they are a genuine bargain." Or, you may say, "You'll be interested in some of these fine water-melons for the week-end. They're the sweetest we've ever had. Ilipe clear to the rind/' Or, in a ladies' wear store, "Here's a pretty pin that would just match that new dress. It's new and different."

When a customer asks for a quart of white enamel, the salesman should suggest a new brush and give reasons why a new brush would be advisable. The sale of a brush would increase the average sale and please the customer. Painters, particularly amateur painters, and, for that matter, all customers, need help when making their purchases.

These examples apply to any type of merchandise and all salespeople should be encouraged to use them. The use of suggestion in selling increases profits and shows alertness. Furthermore, the average customer likes helpful suggestions.

Another closing statement that is used a good deal and that is of little or no value, is this: "And what else?"

True, this is more positive than the others that we criticized, because it does suggest that there was something else. On the other hand, it is asking the customer to think of something that he did not have in mind when he came *n, and he will rarely be equal to the task.

The closing statement, then, should give the customer something "that he can get his teeth into," as the expression goes. That is just another way of saying that the salesperson should make a definite, positive, friendly, and helpful suggestion of some related item that the buyer may need and of which he may appreciate being reminded. Shun the mistake of naming a long list of items in the hope that you will hit upon something that he will *buy.* Most customers resent such treatment. Finally, be sure to say *thank you* when the sale has been made.

Inducements.—Whatever action is suggested at the close of a sale, that action should be made to seem easy, natural, and desirable. It may be well to let the customer know how many other people are buying the item by casually stating the number of installments your company made last year, for instance, or by pointedly mentioning the number sold in the country during a certain period. Certain automobile concerns make use of this type of appeal through such slogans as "Drive America's leading car." This kind of appeal is sometimes referred to as "universal experience." The implication is that "50,000,000 Frenchmen can't be wrong." The same result is promoted by such expressions as "Everybody knows" or "It's a well-known fact that—" Some other commonly used inducements are:

1. "You don't have to pay today. We shall be glad to charge it."
2. "You may take it on approval for 10 days without obligation."

3. "We will refund your money unless you are entirely satisfied."

4. "You won't have to pay the full price now. You may pay by installments."

5. "You better buy now; the price will go up after the first of next month."

6. "You will get 5 per cent off for cash."

7. "There are only a few left; you better get yours while you can."

Meeting objections.—Before closing our discussion of salesmanship, it might be desirable to consider some objections commonly given by customers and to learn how to meet them. The following list is typical:

1. "I am too busy just now." If the salesman feels that this objection is legitimate, he should make arrangements for calling on the customer at a definite future time; if he has reasons to believe that he is simply being driven away, he should go on with some questions or statements that will get the customer's attention and interest and than proceed with the talk.

2. "Call on me later—some other time." This objection should be treated in the same manner as number 1. The salesman's self-confidence, his knowledge of his product, and his knowledge of human nature will determine his success in such cases.

3. "I must see my partner (dad, mother, wife, husband) first." The salesman should stress the fact that the partner will be likely to accept the customer's opinion and judgment now that he is in possession of all the facts and has agreed that the purchase (or decision) is desirable. Recall the most desirable reasons for his buying the product and stress the value of acting upon the strength of one's knowledge and better judgment. If the buyer still insists on seeing the other Derson before taking anv ac-

tion, arrange to meet them *both.* Never depend upon the first prospect to educate his partner.

4. "I will have to think it over." Agree with him but go on to repeat some of the sales points that seemed to affect him most and try to close the sale again before he gets away. This may be just an excuse, covering up the real reason for his not buying. Try to learn whether he has any other questions or objections.

5. "I want to look around a bit more." Tell him to do this, by all means. Be certain that you do not show disappointment nor resentment at this suggestion of his. Before he leaves, tell him what to look for in similar articles and repeat some of your strongest selling arguments.

6. "I don't have enough money with me today." Offer to lay it aside with a small down payment, open a charge account for him, or suggest that you will send it C.O.D.

7. "Your price is too high." Be careful that you do not seem to contradict the customer's statement in this case. You may admit that the price does seem high, but convince him that it is the most economical in the long run or that the article will save more than it costs by a profitable margin. If the price actually is higher than that quoted by others for the *identical* (check on that) product, explain that this is due to the extra service that you give, or perhaps you install it free of charge.

8. "Your merchandise is inferior in quality, or workmanship." Don't let the customer provoke you to anger. Be tactful! Admit the good qualities of the other article, but further explain your reasons for believing that your goods are really superior, considering the price that you are asking.

Specialized salespeople, such as traveling salesmen who deal exclusively with retailers, will naturally have other

objections to meet, but their treatment would vary so greatly according to the goods sold and the territory that we need not concern ourselves with them in this connection.

Good will.—One may have the largest store in town, the shelves, racks, and tables stocked with goods, and the best of display facilities and decorations; but if he has no good will, he will make no sales! Good will is that intangible asset that brings you all your business. You cannot place it on a table or in a bin and dish it out as a commodity, but when it is lacking, the business fails.

Good will cannot be seen, heard, touched, or tasted as such; but it is as real as your business, and it can be stronger than force or intimidation. It is a vital factor even on a national and international basis. The world's greatest empire has been held together with nothing more tangible than this quality; yet man could not devise bonds that are more absolute and secure and at the same time yielding and pliable.

Webster's Dictionary defines good will as "the advantage in custom (trade) which a business has acquired beyond the mere value of what it sells." This amounts to saying that, if a firm commands its customers' good will, it has a positive advantage over its competitor who lacks this asset, despite the fact that the goods of the first firm are not superior. Corporations and other business firms place a definite monetary value on this quality and carry it on their books as an asset, which in some cases runs into millions of dollars for one corporation.

Good will is an asset that must be earned through practicing proper motives and desirable attitudes in all one's personal and business activities. It does not spring up overnight, nor does it vanish with the setting sun once it has come into being. When one is worthy of it, he has

it in abundance; without it his success and happiness are at stake. Good will can be built by

1. Sincere, honest, courteous, and friendly treatment of customers at all times.

2. Giving a personal touch to the articles that you sell —give ideas, information, and advice that will aid the customer to enjoy or profit from the use of the item.

3. Intelligent and sympathetic treatment of customers' requests for service or adjustment. Keep the customer sold on the idea of dealing with you.

4. Local and national advertising.

5. Being loyal to the customer as well as to yourself.

6. Inspiring a desirable attitude or mood in the customer.

Conclusion.—You have covered all the theory and principles that are necessary for success in practical selling. The degree of your mastery and application of these principles, however, will determine your effectiveness in this field. Naturally, no book can teach an individual *everything* that he should know; he will learn a great deal from actual experience—a source of knowledge for which there can be no substitute. Yet, there are doubtless many details mentioned here that did not convey any real meaning the first time you read them; therefore, this theory should be gone over at intervals, particularly after one has had some experience in selling.

Here is some pertinent advice for the beginner: Do not expect to sell your product to *every* customer. If you hope to do that, you will feel very unhappy much of the time, because it simply cannot be done. However, if you keep planning, checking, testing, revising, studying, and growing over a period of years, you will inevitably arrive at the goal to which you aspire; that is how success is achieved in any vocation.

PROBLEMS

1. Observe a salesman making a demonstration. How does he get attention? How does he arouse interest? How does he convince the customer of the desirability of his product? What appeals does he use for arousing desire? How does he get the customer to act? Report.

2. What buying motives or sales appeals would you use in arousing your customer's desire for a new car? a house? life insurance? a washing machine? a new suit? a radio? a reading lamp? a fur coat? face cream? a tractor?

3. List at least one closing statement that you could use in selling each of the articles mentioned in problem 2.

4. Discuss, and add your own observations to, the theory presented in this chapter on objections, and how to meet them.

o. What inducements for buying have you been offered recently?

(). Explain what services are offered or what other methods are used by local business firms for producing good will.

7. *Give your demonstration sales talk.*

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CHAPTER XXII

THOUGHTS WORTH PONDERING

Most of the following selections and articles came to my attention through the Dartnell Letter Service and are used here by permission of the Dartnell Corporation, Chicago, 111.

The green sahsman.—"And it came to pass that a green salesman read in black and white that business was bad. And lo, when he beheld these tidings he became blue, for he was yellow. And he spake, saying, 'Woe is me! And likewise, whoa! For I am stopped. Behold, the wheels of industry are at a standstill. The busy marts of trade are forever stilled. There is none who will buy my wares. And so I will sit down upon my brief case and cover me with sackcloth and ashes. For evil days have come upon me.' And, verily, it was so.

"But there was in the land another Brother of the Grip, who passed that way, saying, 'Brother, why sittest thou thus beneath the yew tree, clad in sackcloth and ashes and with countenance blue even as indigo?'

"And the blue salesman made answer, saying, 'Hast thou not heard? Lo, business is bad. Hard times are abroad in the land. The wheels of industry are stilled. The yellow journals' proclaim it even on the front pages. And there is none who will buy my wares.'

" 'How gettest thou thus and so?' responded the passer-by. 'And where procurest thou that stuff? For behold, I have this day gone forth and secured four contracts—

count 'em, four— and each is suitably decorated with the customer's John Henry. For lo, this is the season which promiseth much prosperity for the Willing Worker. Be thou not dismayed by talk of depression.' For it is but the last croak of him that dieth of a severe Calamity Complex.'

"And when he had pondered these sayings the blue salesman arose, and shook off his ashes, and spake, 'Now will I procure me a shoe shine and shave and fare forth to break me a few records. For lo, I have seen that there is business to be had in the land.' "—*Dartnell News Letter.*

"I would rather be defeated in a cause that will ultimately triumph than to triumph in a cause that will ultimately be defeated."—WOODROW WILSON.

"Half the shadows of life come from standing in your own sunshine."

"Men give me some credit for genius. All the genius I have lies in this: When I have a subject in hand I study it profoundly; day and night it is before me; I explore it in all its bearings. My mind becomes pervaded with it. Then the effort which I make is that the people are pleased to call the fruits of genius. It is the fruit of labour and thought."—ALEXANDER HAMILTON.

"I don't think much of a man who is not wiser today than he was yesterday."—A. LINCOLN.

SEVEN MISTAKES IN LIFE

"1. The delusion that individual advancement is made by crushing others down.

2. The tendency to worry about things that cannot be changed or corrected.

3. Insisting that a thing is impossible because we ourselves cannot accomplish it.

4. Attempting to compel other persons to believe and live as we do.

5. Neglecting development and refinement of the mind by not acquiring the habit of reading fine literature.

6. Refusing to set aside trivial preferences, in order that important things may be accomplished.

7. The failure to establish the habit of saving money."

—From *Between Ourselves.*

MENTAL MOMENTUM

"From far-away England comes the title of this talk with you—'Mental Momentum/ It was used for a magazine article written by H. Ernest Hunt. The editor says that Mr. Hunt is 'Britain's Senior Psychologist.' I can't vouch for that, but I do know that 'Mental Momentum' will stir your imagination, just as it has mine.

"You know, of course, how an automobile picks up speed as the explosion of gas is accelerated. One explosion is no greater than the rest, but the rapid repetition of them results in added power to go faster. And isn't that exactly what happens in the mind of a human being when positive, purposeful thoughts start exploding? One constructive thought plus another—and another—and another—and the final result is *success.*

" 'Mental Momentum'—what a kick there is in those two words. Start thinking about them, and you will see in how many ways they apply to your life.

"The car with no gas at all to explode will just stand

still. So will the human being who never has a serious thought—who never puts a single worth-while fact into his head.

"But what happens when you really start thinking about a problem, or your job, or some goal that you mean to reach? At first you are lukewarm, listless, you can't see the way out. But one thought leads to another. Explosion—explosion—explosion! You begin to accelerate. Difficulties start to fade. You become inspired—enthusiastic—eager to get the task done. You have gained mental momentum—not from one mighty surge of power—but from repetition of effort. The more you think—the more you do—the faster you go. Mental Momentum!

"Win. H. Danforth, in one of his Monday Morning Messages, must have had the same idea when he wrote . . . *"sow—know—grow.'* The first step is to know what you want, where you are going. Then you start working. You put facts in your mind. They multiply. You *grow.*

"It is all very fascinating, isn't it? Mental Momentum—a human being traveling with the power he has generated in his own mind—gaining more and more speed with each day's effort.

"But a lot of folks have the foolish notion that success comes all in one spurt. They ignore the law of acceleration. They wait for the 'big chance' to come. They don't realize the tremendous importance of getting started, or that a lot of little things well done eventually end in bigness.

"Low gear—second gear—and then in high. Chug, chug, chug! Uphill—downhill—*accumulated* power. That's the secret of fast motion.

"Mental Momentum—don't you see what it means? A detail on the job improved today—a plan for eliminat-

ing expense tomorrow—a suggestion for making the company money the next day! Thirty minutes a day for a program of outside reading—two nights a week in school—spare time utilized in learning more about the business! Power—motion—progress! Not all in one blast—but steady—sure—constant! Mental Momentum!

"The principle works out in so many ways. 'No/ you say, 'I don't know much about the Bible, but some day when I have time I mean to read it through, cover to cover.' Fiddlesticks! Read a chapter a day—you have time for that. And how many chapters would that be at the end of one year?

"Or maybe you are getting soft. 'No time for exercise.' Nonsense. Walk around the block—two blocks—after lunch. Walk part or all of the way to work each morning. Put a ping-pong table in the basement. If you can't buy one, make it. Five games of ping-pong a day will keep any man fit.

"Momentum—momentum—momentum! Bit by bit you can fill your mind with knowledge—put muscle on your bones—add to your circle of friends—get closer to spiritual laws. Accumulated treasures! And no man can honestly say he hasn't the time to acquire them!

"The beauty of it all is, too, that effort and interest seem to go hand in hand. Once you get the plan working, your life becomes more and more fascinating. I suppose in the beginning it is mental turpitude vs. mental momentum. The less we know about anything, the less it appeals to us. That's why we laugh at other people's hobbies. But once exposed to a thing—once *started*—interest begins to grow. The more momentum, the more interest. The more interest, the more momentum. It's a pleasing cycle—and the net result to us is what we call *success.*

"Probably none of you know this Englishman, H. Ernest Hunt. I don't. But we can all thank him for an expression which to many of us may be a stimulant that we have needed—the answer to our inner hopes—the secret of promotion and progress and worth-while living. *Mental Momentum*—sweeping us forward, upward—the *growing* power that will carry us to our hearts' cravings."—L. E. FRAILEY.

"P. S. Now take a 'stretch' and then read what Bert Fisch has to say about a pleasing personality—surely a contribution to any man's mental momentum."

A PLEASING PERSONALITY

" 'He or She has a pleasing personality.' Here is a frequently heard expression. In our everyday life, such a personality will smooth many rough places.

" 'A package of Pell Mells,' said the customer. 'You mean Pall Mall cigarettes,' said the clerk, and immediately personalities clashed. Few of us are willing to be corrected on our pronunciations. To develop the trait of not correcting the errors of our fellows, is part of our personality development.

"It is said that Edward VII as Prince of Wales once had as a guest at a family dinner a man of little education but who had rendered to his country an outstanding service. Unlearned in etiquette, he commenced eating with his knife. The royal children were dismayed but their father calmly picked up his knife and commenced using it, thus placing his guest at ease.

"In a previous article I mentioned that Personality was acquired—not inherited. My opinion remains unchanged. The reason we have so many people with a rotten person-

ality is because they are too lazy to try to correct themselves. I again repeat, if a man of foreign birth can come to this country when 20 or 30 or 40 years old and learn our language and follow our mode of life, then certainly he and we can in a similar manner acquire a pleasing personality as is possessed by some folks we know.

"The first requirement of a pleasing personality is *friendliness.* Here's the best definition of that word I've ever heard: *'Friendliness* is that indispensable quality that unites pleasantness and willingness and blossoms forth into acres of goodwill.'

"Pleasantness can be defined simply as a smile; unpleasantness, as a frown! Watch the facial expression of a man in thought. You can guess if his thoughts are pleasant or unpleasant. I once heard a man explain this facial expression of friendliness in this manner: 'A smile is one of the distinguishing characteristics between the human and the animal kingdom. Animals can think, they have affection and reasoning. A parrot can talk, but none of God's animal creatures can smile. Not even a rose with all of its beauty and fragrance such as are found by the thousands in Fort Worth's Botanical Gardens, can smile.'

"Notice how you brighten up when someone smiles. There is nothing through which the light of a smile cannot pass. A smile is the first and simplest step in the development of a pleasing personality. Be sure though that it's the right kind of smile—the kind that is in the eyes as well as on the lips. You have heard the expression, 'She said things with her eyes that others wasted time putting into words.'

"The voice. Here is a much neglected physical element. We pay a lot of attention to the manner of dress, the way to approach a person and the correct thing to say but for-

get the tone in which it is spoken. Some people's voice just simply grates on us. Others mumble to where we cannot understand what is being said. How exasperating! To train and develop your voice is not simple and requires hours of self-discipline. First you must find a *real friend.* One who will 'tell you of your faults, not tell others.' If you realize that your voice is not smooth and clear, ask this friend to help you in its correction. Practice at home and then ask him for his honest opinion as to what progress you are making. It will be a difficult and heartbreaking task but the voice is an essential part of a pleasing personality.

"Sociability. Sounds like cocktail parties but it's not. Ever notice the outstanding personalities in your church, your lodge, your service clubs? You don't see them spotting one or two other persons and pulling them to one side for a special chat. You don't see them sitting at the same table each luncheon day with the same group of cronies. No sir! They mix and mingle. They have a friendly greeting for this man, a word of sincere praise for that one, and a word of agreement with another. Then too, they seem to remember everybody's name. When they talk, they talk about others; but most peculiar of all, they are usually good listeners. That's sociability.

"Enthusiasm. A much misunderstood word too often associated with flag waving and stage show playing. Henry Chester was right when he wrote this definition: 'Enthusiasm is the greatest asset in the world. It overwhelms and engulfs all obstacles. It is nothing more or less than faith in action.' What does a handshake amount to without a bit of enthusiasm back of it? Enthusiasm is the spark plug that fires the smile. It is enthusiasm that takes the dull listlessness out of the voice. It is enthusi-

asm that radiates sociability. *Faith in action.* Faith in the things we are doing. Faith in our objects but most of all faith in ourselves.

"When you again think that 'Personality' is inherited not acquired, try to think of some family in which the parents you know had failed to acquire it but where the offsprings bubble over with enthusiasm and have wonderful, pleasing personalities. I'm thinking of a friend now near forty. Folks have often referred to his reassuring smile—to his pleasantness and willingness. I happen to know his father, now in the middle seventies. As a young man, he was hard working and attentive to his affairs but had little time to mix with his fellow men. Today he is old and alone, in poor health, and with practically no friends. He failed in his younger days to contact his fellow men. People respected him but no bonds of friendship developed, for there was a lack of a pleasing personality. Did the son inherit his personality or did he develop his own?

"There's not a person who has read this article but who can, with a little willpower, develop himself into the outstanding personality in his community."—H. N. FISCII.

"You cannot build a reputation on things you are *going* to do."—JAMES J. HILL.

How TO CULTIVATE GOODWILL

"Strive to make efforts helpful to others, try every day to do something to help somebody, but avoid meddling.

"Have constant regard for the way you 'look' at people. Be sure that your 'look' indicates friendliness; guard against an insolent stare.

"In all your conversations, as well as sales talks, make what you say revolve more around your listener's interest than your own.

"Endeavor to keep your sales talk informative. Try to avoid loose, purposeless conversation.

"Make conservative promises. Don't misrepresent, either by direct statements or implications. Don't cheat yourself with the thought that it may work out all right.

"Beware of making superlative or extravagant claims. You will build goodwill by making the sales talks plausible, easily supported by facts.

"Be quick to lend aid to others in the organization. If you do not fully comprehend what teamwork in your organization means, get a complete understanding from your Agency Manager at once."—P. W. COMBS, SR.

"Any man may make a mistake, but only a fool will sticktoit."—CICERO.

You HAVE FEET

"I ran across a bit of logic the other day that has ever since been running through my mind:

I complained because I had no shoes . . .
Until I met a man who had no feet.

"We are prone to be a complaining people, more intent upon finding something to complain about than to be cheerful.

"We are married to the delusion that we are unfortunate —that the country is headed into chaos. We keep this delusion alive by continually complaining about conditions which we, as a people, have created.

"We are living in a land of plenty—a land of golden opportunity, where the person who seeks success, if he will only stop complaining, usually achieves it. The sailing may not always be smooth, but we are not going to help matters by whining.

"Constant complaining breeds weaklings. It gives us the deadly alibi habit. It kills ability, ambition, and the intestinal fortitude to make good. It drugs our enterprise and initiative. It saps our will to win.

"You and I have a job to do ... a darned hard one. We are met with a situation where complaints and alibis form the two proverbial horns of the Satan of Failure.

"We can best do that job by developing a cheerful, hopeful, positive attitude toward our work and those with whom we are associated. We need a determined arid an ambitious viewpoint. That alone, teamed with a desire to do a better job, will take us to our goal.

"Remember . . . 'I complained because I had no shoes, until I met a man who had no feet/ You have feet."—F. W. OXENDINE.

"Learn to see in another's calamity the ills which you should avoid."—PUBLIUS SYRUS in his Maxim No. 120, written in the year 42 B.C.

"What shall we tell the young man today? Tell him he was fortunately cast by birth into a land where everything he has in him can come full circle. Tell him he lives among a people where men grow big doing big things, or doing lesser service in a big way—a country that has only 6 per cent of the world's population and 71 per cent of the world's automobiles; 6 per cent of the world's population and 52 per cent of the world's telephones; 6 per cent of the

world's population and 44 per cent of the world's radios; 6 per cent of the world's population and 30 per cent of the world's railroads; 6 per cent of the world's population and double the life insurance of the rest of the world. More children in the schools, more homes owned by families, more college opportunities, than anywhere else. This is part of the so-called 'wreckage' the elder generation is leaving him. Don't say these are merely material things —they are the,visible symbols of spiritual wealth. Tell him that this is a country where men with no capital but their hands, their overalls, an *idea,* and an urge to serve their generation have always had a wide field, and never before so wide as now."—W. J. CAMERON, Ford Sunday Evening Hour.

"When wealth is lost, nothing is lost; when health is lost, something is lost; when character is lost, all is lost!"—*The Coal-Getter.*

"He who has good health and owes nothing is both young and rich."—Danish proverb.

LONG-DISTANCE CRITICISM

"George Moriarity, the famous American League umpire, told a group of us at a luncheon club gathering the other day that he could never understand how crowds, hundreds of feet from the plate, could see better and judge more accurately than he can when he is never more than 7 feet away. Yet they often boo and jeer decisions and now and then throw anything they can lay their hands on!

"How often in life, too, we call strikes on a chap when we are too far away to understand! Perhaps if we had a

close-up view of the man and his problems we would reverse our decisions.

"Long distance criticism seldom is just."—From *The Friendly Adventurer.*

"The world bestows its big prizes, both in money and honors, for but one thing, and that is initiative. It is doing the right thing without being told. But next to doing the thing without being told is to do it right when told once."—*The Waverly Press.*

"Die when I may, I want it said of me by those who knew me best, that I always plucked a thistle and planted a flower where I thought a flower would grow."—ABRAHAM LINCOLN.

FIGHT ONE MORE ROUND

"Gentleman Jim Corbett was probably the best boxer who ever stepped into the ring. He was a master of the art of self-defense. In his autobiography Corbett points out that each fighter has the same equipment—two arms, two legs, a body and a head. The blows it is possible to use are few—not more than twenty in all. What then is the secret that makes a man a champion? Corbett answers it with this statement: Tight one more round! When your feet are so tired you have to shuffle back to the center of the ring—fight one more round. When your arms are so tired that you can hardly lift your hands to come on guard—fight one more round. When your nose is bleeding and your eyes are black and you are so tired that you wish your opponent would crack you on the jaw and put you to sleep—fight one more round—remembering that the man who always fights one more round is never whipped/

"Corbett practiced what he preached. In his first fight he won in the twenty-eighth round!

"To be a champion, to win in the arena of life, hang this motto on the wall over your desk: *Fight one more round.* It will be an eternal reminder of the fact that a quitter never wins and a winner never quits,'—*The Silver Lining.*

"He who has lost self-confidence can lose nothing more."—BOISTE.

FLOWERS FOK THE LIVING

"Somewhere I've read that in America we spend over sixty million dollars each year for elaborate burials of our dead. Which may be as it should be, but I've a hunch that this would be a happier world if some of the money we spend for flowers for the dead were spent in giving flowers to the living.

"The chap who wrote the following little ditty has one booster over here in the 'Amen' corner:

When I quit this mortal shore, and mosey 'round this world no more,
don't weep, don't sigh, don't sob;
I may have struck a better job.

Don't go and buy a large bouquet for which you'll find it hard to pay;
don't mope around and feel all blue—
I may be better off than you.

Don't tell the folks I was a saint, or any old thing that I ain't; if you have jam like that to spread,
Please hand it out before I'm dead.

If you have roses, bless your soul, just pin one in iny buttonhole while I'm alive and well—today.
Don't wait until I've gone away.—JAQUA WAY."

THE SECRET

"Are you trying to climb where the chosen are, where the feet of men are few? Do you long for a job that's worth one's while? Well, here's a thought for you.

"The pots of gold at the rainbow's end are sought by the teeming mob, but the fairies who guard them choose as friend the man who loves his job. It isn't the kick, it's not the pull, that brings the strong man out, but it's long-time work, and it's all-time work, and the cheerful heart, and stout.

"Have you faith in yourself? Do you want to win? Is your heart to do athrob? There's just one thing that can bring you in with the winners—love your job."

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