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# THE SCIENCE OF APPLIED SALESMANSHIP

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

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## VOLUME I.

By

JAMES SAMUEL KNOX

President and Founder Knox School of Applied Salesmanship.



KNOX SCHOOL OF APPLIED SALESMANSHIP  
Des Moines, Iowa

1911

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

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

**VOLUME I.**

- Lesson I. Salesmanship analyzed and defined, and memory training.
- Lesson II. Personality development and salesmanship analysis.
- Lesson III. Business organization and management and mental analysis.
- Lesson IV. The mental law of sale.
- Lesson V. Mental law of sale applied.

**VOLUME II.**

- Lesson I. Personal magnetism.
- Lesson II. Suggestion in Salesmanship.
- Lesson III. Will power and how to develop it.
- Lesson IV. Developing the mind.
- Lessons V, VI, VII. How to talk so as to influence and control the thought and action of an individual, a committee or an audience.
- Lesson VIII. Human nature, how to size up and influence people, through a study of the forehead, eyes, nose, mouth, chin, and human emotions.

### VOLUME III.

- Lesson I. Ethics. The conduct of individuals and organizations.
- Lesson II. Health, how to care for it.
- Lesson III. Physical culture training, for physical and mental efficiency.
- Lesson IV. Dress and appearance.
- Lessons V, VI. How to write letters that get business, handle collections, etc.
- Lesson VII. The retail business.

### VOLUME IV.

- Lesson I. The wholesale business.
- Lesson II. The national cash register selling methods.
- Lessons III, IV, V, VI. Insurance.
- Lesson VII. Advertising.
- Lesson VIII. Selling goods on the road.

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

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

## Introduction.

**Read Care-  
fully Before  
Studying the  
Lessons.**

I believe the average man possesses within himself "a continent of undiscovered possibilities;" a latent energy, a marvelous power, which whispers to him that he is capable of larger things. Every person who is really alive is conscious that he has ability, were it but properly trained, to hold a higher position, to accomplish a greater work. Nor is this conceit; it is but the conscious realization of an immortal spirit that is capable of infinite expansion and development. To stimulate this natural passion, to direct it in one great field of human activity is the purpose of this course of study.

¶ Look about you, and you will find that in your own town, state or nation, the men who occupy exalted positions are invariably men who are now, and have been, keen students and hard workers. They realize the value of study.

**You Can Be** No matter what you are  
**A Leader.** worth I take it you are  
ambitious to make the most  
of your life and eventually fill a conspicuous  
place in your community. You might just  
as well be a conspicuous leader as a follower.  
The world needs noble, manly men whose  
characters are irreproachable and who stand  
for the highest ideals of business and of life.  
**The man who is not ambitious to fill a larger  
place than the position he now occupies will  
soon be incompetent to fill his present posi-  
tion.**

¶You have taken up this study with the  
hope that it will aid you in the fulfillment of  
your cherished ambition. In order to  
get the most good out of it we ask you, we  
urge you to spend all the time you can each  
day in making a most thorough study of  
the fundamental principles, as found in the  
first twelve lessons. If you fully master  
these basic principles the rest of the course  
will be easy and you will have gained a power  
that will enable you to wield a mighty influence  
throughout your life. Study these first lessons  
over and over and over again. **It takes  
constant study of new principles to make  
an indelible impression upon the brain.**  
This mental impression must be made or  
these new ideas will leave you as easily as  
the morning dews leave the flowers.

**Be A Success And Not A Failure.** You understand the report which says that 95 per cent of our business men fail.

A large majority of these men fail because they follow the road which leads to failure. If they only knew it the road which leads to success is just as easy to travel, once they get started right.

¶ This course will give any student a long start on the road to success. We are ambitious that the Knox students shall change the old ratio and instead of having ninety-five failures out of a hundred we shall have, at least, ninety-five successful men. This is absolutely possible. Why shouldn't it be possible? It is natural to succeed and abnormal to fail. But to accomplish this change we desire the aid and co-operation of every student. We want you to enter into an agreement with yourself, this minute, that you will do your very best, that you will cut out of your life your negative qualities and begin at once to improve and strengthen your weak places, and develop your positive qualities. One of our students began by buying an alarm clock.

**The Successful Man Is A Student.** The great English statesman, Gladstone, carried a book in his pocket in order to study during idle moments. Many of our students follow this plan and carry one

or two lessons in their pockets all the time. In this way they take advantage of occasional moments on the street car, or while waiting for meals and at other odd moments.

**The Know-  
ledge of  
Scientific  
Salesmanship  
Helps All  
Classes.**

The first lessons in this course were written six years ago. Since that time we have had hundreds of students in our classes. These students have represented nearly every kind of business and most of the professions. They have come from the Retail, Wholesale, Advertising and Insurance business and from the field of Specialty Salesmanship and business promoting. Our students include Business College and University students; Business College and University Professors, Lawyers and Doctors. Our students have also come from the greatest selling organizations in the world, such as the Burroughs Adding Machine Co., and the National Cash Register Co.

¶ We have profited by the ideas which have come to us in the class room and through correspondence, from all these great business and selling organizations, as well as from students and professors.

¶ We have not only had the advantage of the best thinking of these great business and selling organizations, as expressed by their

representatives in class, but we have had the advantage of their criticism. Every business principle and every selling principle, every selling method, selling argument and selling point has been submitted to the most searching criticism by these students. Every principle of logic, of psychology, of ethics, of human nature, of personality development, and of man-building, has been tested in this human crucible. Every thing that could not stand the test of experience has been eliminated.

**Why the Course is Practical.**

This course has been re-written in accordance with this critical and constructive process. Hundreds of students, representing all lines of Salesmanship, have been given definite problems to experiment upon and report the result of these experiments, covering long periods, and many of these experiments have been written into the course. **This makes it practical.**

**The Principles of Salesmanship Fundamental.**

I have been carrying on Salesmanship experiments personally, for more than fifteen years, as a Salesman, a salesmanager and teacher of Salesmanship. The course, or that part of it which I have prepared personally, has been prepared on the laboratory plan, as the Scientists would say.

¶When a University student I was obliged to sell books, insurance and other articles, in order to defray my expenses. I found then that the basic principles of Salesmanship were applicable no matter what I was selling. Later on when I took a course in Oratory, I found that the principles of Salesmanship and the principles of Oratory were the same, only applied a little differently.

¶After spending several years as a Salesmanager and Salesman for such concerns as the National Cash Register Company, and feeling that Salesmanship was a Mental proposition, that the principles of selling were fundamental and could be applied to the sale of goods behind the counter, as well as the sale of any other kind of goods, I decided to open a School and teach the public by the class method, as well as by correspondence. My hypothesis has been accepted by the business world.

**A Sale Made  
In The Mind  
And Not In  
The Pocket  
Book.**

But the business world has been slow to realize that a sale was a Mental proposition, a mental battle between the Salesman and the prospective buyer, and that the best man usually won. For a long time the business world accepted the trite and foolish falsehood that **Salesmen were born, not made.**

Now they are beginning to realize as never before, that **Salesmen to be highly successful, must be made as well as born.** They have learned that this is true of trotting horses, of prize fighters, of successful preachers, orators, etc., then why not of Salesmen?

¶ We have learned that **Salesmanship is a matter of the mind and not of the pocket-book.** That being true, the mind must be trained to be most effective. It must be trained in mental analysis and selling analysis. It must be so trained that it can analyze, manipulate, and control the human mind. It must also be trained so that it can analyze any and every proposition and present the salient features most effectively. When this is learned the Salesman has learned how to sell himself most effectively, because he has learned how to master himself. He has also learned how to sell any kind of a proposition, whether it be pins, peanuts, pianos, automobiles or real estate. He has learned there is only one thing different in this world, and that is product. He has learned that all selling is Salesmanship, and the only thing that is different is the goods. **Automobiles, hardware and groceries are different, but the men who buy or sell them are not different, they are all the same.** Human nature is the same everywhere. But we must know how to interpret and manipulate it. **No man**

will understand all about Salesmanship until he is able to catalog every passion and emotion and knows how to control them, until he is able to fathom the depth and breadth of the human intellect, and knows how to control it, and until he is able to perfectly analyze and present the proposition he is handling.

**No Man Has Yet Reached This High Standard** We find that Salesmanship is the ability to lead and control thought and action. We find it is the ability to so manipulate the human mind as to induce and persuade the individual to think as we think, feel as we feel, and act as we would have him act. To do this the Salesman must understand the laws governing the human mind. He must understand the law of mental action.

¶ We find that to violate part of the laws of Salesmanship means partial failure, to violate all laws means complete failure. To observe only part of the laws means partial failure. We find that to observe part of the laws of Salesmanship means partial success, and to observe all the laws means complete success. We are aware that no man on earth has yet been able to observe all the laws. The aim of this course is to help the Salesman to observe as near 100 per cent of the laws as possible, to be as near a maximum success as he can be.

¶To accomplish this the man, whether he be Salesman or business man, must be taught how to think, he must be taught how to develop his brain forces in order to be a leader. **Scientific Salesmanship is not a veneer, an outside polish. It consists in developing the man, physically, mentally and spiritually, and then teaching him to harness these wonderful forces of his.**

¶This course is divided into several great departments. These include Man-building, Business-building and management, Salesmanship, Advertising, Business letter writing, etc. But the greatest of these is Man-building. **The man must first be taught how to use his brains, or he will always remain a low grade man.**

**World Needs High Priced Men.** Hugh Chalmers, President of the Chalmers Detroit Automobile Co., and famous as the Ex-General Manager of the National Cash Register Co., who got a salary of Seventy-two thousand dollars a year when he was only a little past thirty years old, has this to say: **“America’s business world is suffering from a famine of high priced men.**

**Men in the Mass are Cheap.** “Five great Ms’ go to make up the problem of every business man in this country to-day. They are money,

materials, machinery, markets and men—and the biggest figure in the problem is men. **Really valuable men, high priced men, are the hardest things to get of all the things we manufacturers need. Men in the mass are the cheapest things in the market. There are too many \$5,000.00 men, and too few who are worth \$10,000 a year.**”

¶Why is this so? It is because men do not think. **Failure to think is the greatest cause of failure in this country to-day.** We have not yet learned how to use our brains.

**Inability to Think Cause of Failure.** I wish it were possible to measure the effect of thought upon the individual's life in such a way that he would understand it. **Thought and action is as closely connected as cause and effect.** A certain kind of thinking is as sure to produce corresponding action as the sun is sure to rise in the morning and set in the evening. And that is one of the things it seems almost impossible to induce the average individual to believe. **Inability to think is the greatest cause of all our failures.** We do not think, and in fact we do not seem to know how to think: we simply go along and guess at results. Here is the proof. Results are impressive.

¶**Eighty-five per cent of the men of America are earning \$15.00 a week or less. Only**

seven and one-half per cent are earning from \$1,800.00 to \$3,000.00 a year. According to the Government reports ninety-five men out of every hundred at the age of sixty will go to work to-morrow morning to earn their living, because they have no money saved up; and if they are unable to work, they must subsist upon charity. The report also states that Ninety-two men out of every hundred fail in business between the ages of forty and fifty-two, and they fail because they do not think, and therefore get into a rut.

¶At the age of forty the average man has had considerable experience—he thinks he knows about all that needs to be known, and consequently becomes satisfied. He justifies his self satisfaction by saying he knows enough already. The result is he gets into a deep rut—and a rut is a grave. The only difference often times between a rut and a grave is the difference in the length and depth. Many men die mentally long before they die physically; a man begins to die on top as soon as he quits studying.

¶The National Cash Register Co., the greatest Sales organization in the world, says a man progresses as long as he is willing to learn.

¶In one of his European lectures Theodore Roosevelt said, "I am now fifty years of age,

and if I were to stop studying, my influence in the community would be practically at an end."

**Why Men  
Get Into A  
Rut.**

President Hadley of Yale has given one of the best reasons why men get into a rut and fail. He says when a man is engaged in any kind of business and uses his mind continually in that special line, he soon gets into a rut. The brain cells he uses in his every day business, over and over again finally cease to produce, in exactly the same way a field which is sowed to wheat year after year soon fails to produce a profitable crop, unless fertilized. He says it is absolutely necessary for a man to continue to fertilize his mind by studying and thinking outside of his own particular line of business; in doing this he gives his overworked brain cells a rest and uses unused brain cells that would otherwise atrophy and die. He brings new ideas into his mind and life. This adds zest and interest to his life, in addition to helping him mentally and keeping him out of a rut.

¶Chauncy Depew tells us he went into politics for this very reason. Many of the Doctors tell us that some kind of a hobby is absolutely necessary if a man is to do his best work.

**Adaptability**      Alexander H. Revell, the  
**Secret of**            greatest Retail Furniture man  
**Success.**            in the United States is re-  
                             ported to have said, that the  
most helpful idea he ever got came to him  
from a boiler factory, and yet a boiler factory  
had nothing to do with his furniture busi-  
ness, but he adapted the idea.

¶“Adaptability” says Ex-President Bashford  
of Delaware Wesleyan “is one of the great  
secrets of success.”

¶Marshall Field is credited with the state-  
ment that **The modern American genius is  
the man who can go into one line of business  
and get ideas from that line to apply to his  
particular business.**

¶Theodore Shonts, Railroad President and  
Captain of Industry, has made this state-  
ment: “Every great Captain of Industry,  
and every man who has made a great suc-  
cess in life, has not only learned everything  
there was to be learned about his own line  
of business, but he has learned everything  
he could possibly find out about any and  
every other line of business that was in any  
way connected with his line of business.”

**Broad Knowledge Necessary For Large Results.** Ambassador Bryce of England recently delivered an address to the students of Johns Hopkins University.

In that address he said: "Devotion to any special study, whether in the sphere of natural science or not, tends to narrow the mind and prevents the faculties from attaining their highest development. Many of the greatest discoveries have arisen from bringing together facts and ideas drawn from different regions whose relations had not previously been discerned. The more you extend the range of knowledge the more you increase the chance of such discoveries. Most of the great men to whom the progress of science is due were not trained as specialists, but had minds that ranged far and wide over the field of knowledge."

¶ We desire to do everything in our power to help you in your struggle for larger things.

J. S. Knox.



## LESSON I

Shall we have clerks and order-takers, mere automatons—or live Salesmen who are expert advisers, and who can create business?

¶ Stepping into a large furniture store one day to make a purchase and while waiting for the change I asked an idle clerk, a man about forty, the price of a handsome leather chair. He looked it all over for the tag and couldn't find it and said: "Bill, what is the price of this chair?" Bill said, "You will find it marked on the tag." He looked again, found the tag and said, "Fifty-nine dollars." That is all he had to say and he was a so-called Salesman in one of the finest furniture stores on this continent.

¶ Let us analyze this situation just a little. If you were to ask this man—I will not say Salesman—to make a scientific study of Salesmanship he would likely tell you he did not believe in it. But this same man spent several hours each day in that furniture store doing absolutely nothing. When I came into the store he and several others were sitting in the corner talking. Instead of wasting his time

that way let us suppose he had been making a careful study of every piece of furniture on this main floor. In that case he would have been within call when needed. Let us suppose he had studied the price of every article in the room. Then suppose he had gone further and found out where each article was manufactured and just what material it was made of, and what was the process of manufacturing and everything which he could possibly have found out about the manufacture of this furniture. You may say this would have required some time, and work, and study. He would have had to write the factory for some of this information. Granted he would, and the reason men get small salaries all their lives is because they do not utilize this time and do the studying. And then when a crash comes they are out in the street helpless.

¶ Let us suppose this man had carried his study further and made a study of the furniture in relation to a color scheme either in a home or office. Then let us suppose he had gotten clear over on his customer's side of the fence, on my side of the fence, and taken a personal interest in me. He could have induced me to sit in that large comfortable chair and suggested the comfort I would get out of such a chair at home in the evening, and how easy it would be to enjoy life and forget my cares while thus resting. Or if I desired to study, how delightful it would be to sit in that chair

Why, I could think much better thoughts. I could think out more ideas in one hour while sitting in that chair than in two hours in any other kind of a chair. Let us suppose he had used his imagination and made me feel these things and led me to believe I couldn't afford not to get it; and then had told me what kind of leather the chair was made of, how it was tanned and how durable it was and how long it would last me—but he didn't. He didn't even know the price of the chair. Is it any wonder someone has said, "Not one Salesman in a hundred behind the counter is any good?"

¶ The Salesman who sells goods to people who come in after them is not a Salesman, he merely fills orders. The real Salesman is the man who sells his customer something he did not come in after. The manager of a store in San Francisco once said to me: "When a man comes in and asks for a coffee-pot I do not sell it to him. He sells it to himself and I am not a Salesman unless I can sell him some other article in the store also."

**Does the  
Science of  
Salesmanship  
Really Amount  
to Anything?**

In taking up this subject of Salesmanship, you ask the question a good many ask who say, "What is there in this Science of Applied Salesmanship anyway?" An insurance man recently said to me, "There is absolutely nothing to Salesmanship but a knowl-

edge of human nature." He was one of those prejudiced men who believed he knew it all, but was having a hard time to make a living.

¶ Here are two reasonable questions which any thinking Salesman should ask: The first is, "What constitutes Salesmanship?" And the second is, "What good will it do me to study it?" It is necessary to get down to bed rock and get a thorough understanding of this at the beginning. The man who says Salesmanship can't be taught or learned has a big job on his hands to prove it. A chance to learn is perhaps the greatest boon life affords. There are nearly a million Salesmen in this country—do you think one man has corralled all their ideas, methods, and experiences? To deny the value of such training is to deny the value of every school and college in this country. If a man is born with enough natural ability to succeed without training why don't we have great singers, and artists, and teachers, and mechanics without training. If this theory held good, a man would say to his ten-year-old son, "You are a natural born mechanic, go to work and build an engine."

¶ The man who says he has nothing more to learn about Salesmanship admits that he is a back number and ready to go into cold storage.

¶ **Salesmanship can be and is taught successfully by men who are competent to teach it.**

What is Salesmanship? Salesmanship is the power to convince. Salesmanship is the power, or ability to influence people to buy at a mutual profit that which we have to sell, but that which they may not have thought of buying until we called their attention to it.

¶ This definition brings out an idea which joins honesty and business in an indissoluble union. I have reference to the mutual profit idea. Profit means mutual benefit. Success in business is based upon this idea. The old business philosophy as practiced by many and as practiced by many to-day, had as its cardinal principle: "Do the other fellow and do him first and do him just as long as he will stand for it." Morally, this idea is wrong. In practice it leads not only to failure but to human degradation.

¶ In order to make my meaning clearer, I will illustrate: If I make a sale and make all the profit, I am not a Salesman, I am a robber. On the other hand, if I make a sale and you, or the party of the second part, make all the profit, I am not a Salesman. I am either a philanthropist, an advertiser or a fool. A sale then must be made at a profit or it is not a sale but a sacrifice. On the other hand, the sale must benefit the one who buys it or it is taking money without rendering an equivalent, and this is robbery, even if sanctioned by law.

¶ This idea of mutual benefit goes even deeper;

its tap root is imbedded in the very heart of brotherly love. It is in harmony with the highest development of the individual and of humanity. Its outward manifestation is found in human service. The highest type of service is shown in man's desire to benefit and help his fellows. It has therefore come to be a truism that the man who gives the best service makes the most profit; in other words,—“The man who serves best, profits most.” This is as true of the professions as of business. The highest appreciation as well as the most profit is given to the man who serves the public best.

**Salesmanship** My next definition brings out a different idea. The definition follows: **Salesmanship is the ability to manipulate the other man's mind.** **the ability to so manipulate the other man's mind as to make him think as you think, feel as you feel and act as you would like to have him act.** This definition indicates that the Salesman has a training in logic, psychology and expression, otherwise he would not be able to manipulate the other man's mind. It also indicates that the Salesman is the party of the first part, and that the individual or group he is talking to is the party of the second part. This is true whether the party of the first part is a clerk behind the counter, a Salesman on the road, a lawyer before a jury, a Governor of a State or a President of the United States, seek-

ing an election. Don't you see that in each case the party of the first part is doing the same identical thing? He is trying to convince and induce action in his behalf.

**The ability to influence, the secret of success.**

We now discover that the ability to influence is the secret of success, and that every man and woman in the country is a Salesman, as every individual has to use Salesmanship in selling his services. The principles of Salesmanship are operating in every transaction wherever it is necessary for one individual to influence another.

**Salesmanship a battle of organized knowledge.**

The next definition broadens our vision still more. It is this: **Salesmanship is a battle of organized knowledge against unorganized ignorance**; let me illustrate: I was very much interested one time in "The Horse Fair" by Rosa Bonheur in the Vanderbilt Art Gallery in New York City. These beautiful horses with champing bits and flowing manes were just as clear in the mind's eye of the artist before the picture was painted as they are to the human eye now. And why? Her art was organized in her own mind; all she had to do was to transfer the picture from her mind to the canvas. The doing of that is what we call art. The Salesman must have his own knowledge as thoroughly organized as

the artist. He must then be as able to transfer the picture from his own mind to the mind of his would-be customer as the artist is able to transfer the picture from his mind to his canvas. The doing of this is selling art and every Salesman would benefit by a course in oratory. We deem it so important that we devote three special lessons to expression, besides giving the student the benefit of the best selling arguments of the greatest selling organizations of the country.

¶ The last definition is more complete and more scientific. It comprises both the man side and the material side of the subject. It shows that man must develop his positive qualities in order to be able to lead and influence to a **maximum degree**. The definition is as follows: **Salesmanship is that power or ability which is the product of the development of certain positive qualities and faculties, and which enables its possessor to influence and convince a large per cent of those whom he solicits to buy at a mutual profit that which he has to sell, but that which they may not have thought of buying until he called their attention to it.** This definition includes so much that it will take several lessons to really make its meaning clear. The power to influence and convince people is not only the result of the development of certain positive qualities and faculties in the Salesman, but it is the result of a great deal of knowledge, not only in regard to the article to be sold, but

a knowledge of commercial conditions in general. The direct result of the development of these brain forces is character; a real positive, aggressive, magnetic and dynamic character, and the direct result of character is the power or ability to influence. The development of these mental forces which we will study in lesson two will result in a mental battery of almost irresistible mental power.

**The study of Salesmanship—fascinating as well as practical.**

The study of this definition leads us immediately to analyze Salesmanship. In making a sale there are four factors to take into consideration, viz: the Salesman, the Prospective Customer, the Article to be sold, and the Sale itself. We must set to work again to analyze these four factors. In analyzing the Salesman we divide him into three parts, viz: the physical, the mental and the spiritual.

¶ No man can expect to make much of a success who has not good health. The body is the dwelling place of the mind. A strong mind is not possible without a strong body. The Salesman whether behind the counter or on the road who moves about with vim and vigor, whose eye flashes and whose every motion denotes energy, who walks with head erect and shoulders thrown back, inspires confidence and courage and can get business where the weak man fails. We consider this subject of health

so important that we devote one lesson to it, and one to physical culture.

¶ In analyzing the mind we find that in reality there are two minds, the objective or reasoning mind—the mind which makes use of the five senses—and the subjective mind. The subjective mind is the seat of the emotions and the finer sensibilities. It is the abiding place of the soul. The subjective mind can only reason deductively, while the objective mind reasons both inductively and deductively. The subjective mind is the seat of love, joy, patriotism, religion, ambition, intuition and many of those qualities which mean most to the Salesman. Too many Salesmen state their proposition to the objective mind alone. Their argument is directed solely to the head when, if they only knew it, their appeal to the heart would be far more effective. A Salesman should state his proposition in such a way as to appeal to the reason. But his solar-plexus blow, his real appeal, is made to the heart.

¶ Suggestion is, in my mind, one of the most powerful factors in Salesmanship. It is a marvelous power and that power is exercised through the subjective mind, the mind that never sleeps. We cannot devote space in this lesson to discuss suggestion and auto suggestion so they will be taken up in a later lesson. The man who understands this great power of suggestion can not only double his income but his influence. A suggestion is made to the objective mind.

The objective mind conveys it to the subjective mind, and the subjective mind tends to produce action. You may make a proposition to a man to-day and it will have no effect upon him. The suggestion is lodged in his subjective mind. He cannot shake it off. To-night while his objective mind sleeps the subjective mind considers the suggestion. Tomorrow he has changed his mind and comes around to your way of thinking because he could not help himself. But the Salesman must understand suggestion and understand just how to properly give this suggestion, if it is to have the proper effect

**Salesmanship covers a vast Field.** This subject of Salesmanship is such a broad one that it is impossible to do more in this lesson than touch some of its many and varied phases. Salesmanship not only covers the work done by the man behind the counter, or the one who goes from door to door, or from office to office; but it enters into all the activities of the selling end of business. It does more than that; its roots permeate every avenue of the factory and go clear back and are deeply imbedded in the subsoil of the producer. ¶ Advertising is one form of Salesmanship. It is Salesmanship by the literary method. The principles which hold good in Salesmanship are also fundamental in advertising. Business-getting letters are purely Salesmanship by another

form. Strange as it may be, many Salesmen who seem to understand how to arouse the interest in a personal interview forget when writing a letter to use the same method. The man who has mastered the science of selling by personal contact, by letter writing and by advertising, wields a power that few possess. ¶ Many a prospective millionaire is selling goods to-day from house to house. It is this work and these scientific principles we are teaching him that will make him capable of becoming a millionaire.

¶ Knowledge is the basis for all action. The man who acts does so because he knows and feels. Action is always the result of knowledge. Enthusiasm is the direct result of intelligence. An individual must know in order to do. So let us dig down a little deeper and consider four more factors. These four factors are so broad that they cover the whole field of business activities. They are as follows: The producer, the manufacturer, the trader or Salesman, and the consumer.

¶ The producer may be a Chinaman who produces silk from the worm. He may be a Southern cotton raiser who produces the raw cotton. In either case, his raw product is sold to the local dealer, from him it goes on to the larger dealer and from there to the factory. From the factory it goes to the jobber or wholesaler, from him to the retailer, and from the retailer to the consumer.

¶ The merchant and Salesman of the future will understand, as far as possible, every process through which this material goes from the time it leaves the producer until it is sold finally to the consumer. The Salesman, and when I say Salesman let it be understood that I consider every man who has handled these goods a Salesman, from the producer who sold them first, to the retailer who finally sold them to the consumer. The Salesman who understands all these processes together with the processes of manufacture, as far as it is possible for him to learn them, knows what he is talking about. When he is selling a suit of clothes, he will know just what they are made of and something about the weave formation. He will be able to give the customer expert advice in regard to them. He will be able to give him the **reasons why**. His aim will be not only to satisfy the customer then, but to have that satisfaction continue until the goods are worn out, so that the customer will return again for another suit.

¶ Let us remember that no Salesman can be enthusiastic over selling anything unless he thoroughly understands it. The Salesman who knows and is enthusiastic, other things being equal, is the one who gets the results. Let us suppose our Salesperson is selling lace. This point was brought up in one of our classes in San Francisco by the head of a department in a large store, who was one of our students.

He wanted to know what good it would do for the Saleswoman to know where the lace was made or how it was made. He said she might have three different kinds of lace before her when the customer came in. The customer didn't know the difference between lace manufactured in Zion City, in England, or in any other part of the world, and neither did the Saleswoman and he didn't see why she needed to know. The reply to that question is very simple. The aim of the Salesperson should be to act as an **expert adviser** to his or her customer. How can the Salesman be an expert adviser if he doesn't **know**? Furthermore how can he have any interest in the article, or any enthusiasm in making the sale if he doesn't know? This same principle holds good no matter what you are selling. It is fundamental. Just stop a moment, my reader, and apply this test to the work **you** are doing and see how nicely it will fit. Once we learn the fundamental principles of Salesmanship and learn how to apply them, we are in a fair way to master this great science of distribution.

¶ In studying this great subject we take excursions into nearly all the fields of learning and of life. We must make a scientific study of man, and a scientific study of selling, and a scientific study of the goods, so you see this study of Salesmanship is not only broad and deep but very interesting. In studying the individual we are led into making a scientific study

of human nature. We are obliged to call to our aid the principles of logic, of psychology, of philosophy and of ethics.

**First principles in selling.** Many Salesmen have never thought there was such a thing as a psychology of selling, a series of mental processes through which the mind of their customer must be taken before the sale was consummated. I have asked many of them, and some who were college graduates, how they make a sale and they said they didn't know—they just made it—if they could. If I were to ask a physician what he would do in treating a case of diphtheria he would soon tell me. If I were to ask a lawyer what kind of a brief he would make out in preparing to defend a man accused of murder, he could easily tell me as soon as he had all the facts in the case. If I were to ask a famous pianist how he became noted he would tell me he first made a study of the underlying principles of music, of harmony and when that was done he **practiced**. But when a Salesman is asked how he makes a sale he says he just makes it—if he can.

**The seven Mental processes.** Here are the seven mental processes through which the mind of the prospective customer must be taken before the sale is made: First,—He must be met; the in-

roduction is the first step. Second,—His attention must be attracted toward the article to be sold. **To do this the Salesman must be able to create an immediate favorable mental sensation in the Prospective Customer's mind.** The reason many Salesmen do not get a hearing is because they are unable to create this favorable mental sensation and do it immediately.

¶Third,—The Salesman must arouse the prospective customer's interest.

¶Fourth,—He must convince him that it is to his advantage.

¶Fifth,—He must create his desire for it.

¶Sixth,—He must make his prospective customer resolve to get it.

¶Seventh,—And most important, he must know how to close the order.

¶Many Salesmen succeed in doing six-sevenths of the work very well but fail on the last seventh.

¶Each one of these processes is separate and distinct. The man who does not understand them and understand just how to carry his customer through each step is simply working at random. Remember that to fail in handling one step is to fail in all of them. You may do everything, but fail to produce an absolute conviction as to the value of the product, and that one little failure will cost you the sale. **Remember that no chain is stronger than its weakest link; and remember that all the mental**

processes are no stronger than the weakest one. In other words,—your ability to handle all the mental processes is no stronger than your ability to handle the one that you are least able to handle. No mental process is stronger than its weakest mental link. Failure therefore may be the result of a little weakness. **BEWARE OF THAT LITTLE WEAKNESS!**

¶ While these processes will be discussed fully in future lessons, we wish to call attention to one or two interesting features here. **The first thing for a Salesman to do is to get over on the customer's side of the fence.** This is very vital. Your prospective customer doesn't care one cent for you or for what you have to sell until you can show him that you have something that will **benefit him**. Your customer is not working himself gray-headed for his health. He is doing it for what there is in it, for money to support himself, or himself and family. The first statement you make to this man must be a statement which you know will interest **him**. That statement won't be about yourself and it won't be about your goods. The patent medicine ad. is a good illustration of this. It just makes a man feel sure he has consumption. When it has done that the poor victim will ask for a remedy. If you can prove to a man that a certain proposition will enable him to earn a good per cent on his investment he will ask you what it is and where he can get it. If you

first try to sell him such an invention he will laugh at you. You must first create his **desire** for what you have to sell before you begin your selling talk.

¶ Here is another thing to be kept clearly in mind. A selling talk that would get good results five or ten years ago may fall flat now. Times are changing rapidly and a Salesman must keep up with the times and down to earth.

¶ Only a few Salesmen have the right conception of just how to become Salesmen. No man can become a great artist, a great musician or a great orator who works contrary to the laws of nature. Trained men have studied the action of the human mind for centuries and they have worked out what is called psychology, which is a study of mind, a study of the mental processes. Every Salesman should make a study of psychology because he is succeeding only as he is working in harmony with the laws of the human mind. He may break a good many of those laws and still make a fair success, but if he disregards too many of them he will end in failure and the worst of it is he doesn't know why. "The Science of Applied Salesmanship" applies the principles of logic and psychology to making every conceivable kind of a sale, but it does vastly more than that. Our aim has been to teach the student the fundamental principles of Salesmanship and psychology so that he would always know

how to so organize his own mind that he might work in harmony with and take advantage of nature's laws as they govern the human mind.

¶ My teacher of oratory, who is himself a brilliant orator and lecturer, told me once that no lecturer could prepare a good lecture in less than two years—a lecture that would stand the test and win popular favor. A lecture is after all simply a selling talk that produces results. How many weeks and months have you spent, my reader, in preparing your lecture, your selling talk? If a lecturer must spend in the neighborhood of two years preparing his selling talk before the public will accept it, and pay him from fifty to a hundred dollars a night for it, how in the world do you expect to win large success as a Salesman after spending but a few days at best on your argument?

**Arguments  
scientifically  
prepared get  
Business.**

The first thing you must do is to prepare your material. When you have that done you must analyze it and organize it. You must remember that your customer's mind is a blank to your proposition. If you would create a perfectly clear picture in the mind of your customer, that picture must first stand out clear and distinct in your own mind. If the picture of the sale you wish to make is in a hodge-podge, unanalyzed condition, in your own mind, your prospective customer will get a muddy hodge-podge idea of it and of

course you will neither create his desire nor arouse his conviction.

¶ There is a good and a best way to present every argument. You can't expect to sell many goods until you have built up such a logical selling talk and know how to present it in such an earnest, enthusiastic manner as to thoroughly convince and convict your prospective customer as you go along. Before you approach your customer you must have your arguments so logically arranged that they stand out as clear as crystal in your own mind. If an objection comes up it should be disposed of at once, but the talk should be so clear and convincing as to anticipate and answer any possible objection before it is made.

¶ One great value of committing a selling talk to memory lies in the fact that such an argument is supposed to be the best argument, one that is getting the best results, and an argument which is logical develops a logical mind in the one who commits it and uses it. No man can, or should, expect great success as a Salesman until he so learns the laws of the human mind, the great principles of logic and psychology, that he can prepare and present a logical argument himself, and know just what kind of an argument is needed in order to produce conviction. A good Salesman, a good talker, must first be a clear thinker. Remember always that your customer's mind is a blank. Think of yourself as an artist. Re-

member that an artist sees the completed picture in his mind's eye, his imagination, before he begins to paint. He sketches the outline first and then begins to fill in. If he daubed on the paint promiscuously he would spoil the picture; a little touch here and a red line there puts life and reality into the picture and soon it stands out as plain and natural to the on-looker as it first appeared to the painter. The aim of the Salesman should be to paint his picture on the human mind with the skill of the artist; every argument should come in the right place. The Salesman should not present his strongest points first as that might excite suspicion. He should work up to a final climax.

¶The student should study this course in the same way. He should become thoroughly grounded in the basic principles first, in order to thoroughly understand and appreciate the framework later on.

¶No Salesman can become a good talker until he first becomes a clear and logical thinker. He must know his goods, he must have his knowledge analyzed and know how to present it simply, clearly and logically. He cannot do this unless he develops a logical mind and becomes a clear thinker. With this as a basis he can, with the aid of trained expression, become a great Salesman.

¶The schools and churches, and places of public entertainment might close for one month and there would be little suffering, but let

the Salesmen of the world all go on a strike for one month and the industries of the whole round world would be paralyzed. The Salesman supplies the necessities of life; he is one of the world's greatest civilizers and educators.

**Salesmen the** Whether you are a merchant,  
**Life-blood of** a Salesman, or prospective Sales-  
**the world's ac-** man you will be interested in  
**tivities.** taking a look into the business  
conditions of the United States.

You will be interested in our marvelous growth. You will be interested in knowing what the future has in store for the trained Salesman and business man. You will be interested in knowing what this profession offers you.

¶\*The industrial age in which we live is marvelous for its productivity. What the Periclean age was to Greece, the Augustan age to Rome, the Renaissance to Italy, the Elizabethan age to England, in art, literature, and statecraft, the present age is to the world in industrial development. Though wealth and capital and productivity have rapidly increased in all civilized countries of recent years, the United States surpasses them all in its marvelous development. "The United States," says Mullah, "produces about one-third of the manufactured total of nations, as they do also of grain and wheat, while their population is less than one-sixth. American manufactures have

\*NOTE.—We are indebted to Professor Tiffany, who is one of America's greatest students of commercial needs and conditions, for the following insight into America's commercial growth.

multiplied just twenty-fold since 1840, while those of Europe have only been doubled.”

¶ One reason why the United States surpasses her European competitors is that her manufacture is carried on almost entirely by machinery while in Europe more than one-half is hand work. This difference between our own and foreign manufacture may be illustrated by the productivity of the average laborer. In England, which is the most productive of the old world nations, the average yearly product per employee is worth \$500 while in the United States the average wage-earner's output is worth nearly \$2,500 or about five times as much as our chief competitor. Four decades ago our productive power was surpassed by England, France and Germany. To-day our output equals the sum of their united products and our possibilities have but just begun. Surely this is the land for the merchant prince, the trader, the Salesman.¶

**Reasons for  
American In-  
dustrial Su-  
premacy.**

The causes that have raised the United States to the first rank among manufacturing nations are still active and will continue. Among these causes are our natural resources, both agricultural and mineral, our transportation facilities, non-restriction of trade between states, and freedom from old world class distinctions and iron-clad customs. Within the United States is con-

verged a variety of climate similar to all Europe and a territory nearly equal in extent to that continent. Add to this territory every variety of soil, and the result is a food supply in abundance for every kind of consumption, and an unsurpassed supply of agricultural material for manufacture. Raw agricultural products both for food and manufacture are cheaper and more abundant here than in any other manufacturing country. Much the same may be said of our mineral resources. Nearly every mineral needed in manufacture is found in abundance and is obtainable at cost that compare favorably with other countries. Coal and iron, the chief modern mineral products, are found in abundance and are well distributed. In these chief products the United States easily leads the world.

¶ Our transportation facilities are unsurpassed. With 18,000 miles of navigable rivers and 200,000 miles of railways forming a perfect network of connection and communication between every city and port of our vast domain, with a chain of lakes on our northern boundary, a gulf on our southern, with oceans on the east and the west, our products of all kinds can be transported with the rapidity and cheapness unknown elsewhere.

¶ Again, throughout this vast domain there is free trade. No tax gatherer, no custom-house, no state lines hamper the progress of trade or transportation. "The mainland of

the United States is the largest area in the civilized world which is thus unrestricted by customs, excises or national prejudices, and its population possesses, because of its great collective wealth, a larger consuming capacity than that of any other consuming nation." (1900) census.

¶ Furthermore our country is free from the class distinctions and customs that still bind and hamper the old world. Every person is free to choose his line of work, to change it as often as he may desire. He does not have to follow the trade of his father. There are no guilds, no national or local restrictions, no ancient customs of doing things to hamper our American industry.

¶ Here the transition from shop or household manufacture to factory and machine production has been rapid. Every new invention, every new process, every new system whereby production may be enhanced and expenditure curtailed, is quickly seized upon by the versatile and wide-awake American. Such being the nature of our country and the character of the people the industrial and commercial supremacy of the United States is assured.

¶ The manufacturing region which has been developed in the northeast portion of the country is rapidly pushing southward where cotton is king and where coal and iron are found in abundance. In time, as the population increases, it will move westward. Of the present

twenty-five billions of annual products not more than one-tenth is sent abroad; nine-tenths are sold and consumed at home. We are just beginning to offer our goods on the foreign market. Our trade conditions are not only bound to hold the present magnificent proportions, but are destined to increase rapidly for decades to come.

¶ No profession holds out such inducements as does that of Salesmanship. These billions of products must be sold time and again on their journey from mother earth to the factory and back again to the final consumer. Look at the record by decades: Fourteen thousand Salesmen in 1870; thirty-two thousand in 1880; two hundred and sixty-nine thousand in 1890; and six hundred eleven thousand in 1900. Seven thousand drummers in 1870; twenty-eight thousand in 1880; fifty-eight thousand in 1890; and ninety-three thousand in 1900. Merchants, agents, hucksters and peddlers have increased in proportions quite similar.

¶ As our manufactures increase, as our trade develops, as our commercial relations broaden, the demand for Salesmen of every variety from counter clerk to merchant prince, exporter and foreign drummer will constantly increase. No profession calls for greater versatility, or higher type of intellect. No profession offers more rapid or more continued advancement. No profession can pay so well and no profession can make better use of both

the broadest culture and the most technical knowledge.

¶The great advance made in the processes of manufacture from household or shop hand work to the factory system, the substitution of the steam engine for horse power, of the railway for the wagon train or the canal boat, the application of physics, chemistry, steam and electricity in the process of production have revolutionized industry and trade and greatly increased the demand for higher and more technical knowledge. Our fathers and mothers got along well enough with the three Rs'—reading, 'rithmetic and 'riting. That was education enough to drive horses, to spin, to guide the canal boat, to trade with their well-known neighbors. Not so to-day. Our schooling must go further. It must meet the needs of modern processes.

¶The same is true of trade. Trade has become national, yea international. It is universal. Its complexity makes a study of its principles desirable. Keen competition makes it necessary. The time has come when the Salesman must prepare himself by a course of study as well as by practice. As the preacher must study as well as preach, as the lawyer must go through the books of law as well as plead, as the physician must take a technical course of study before practicing, so the day has arrived when the Salesman who would rise rapidly and continuously must supplement his

experience and practice by a thorough course of instruction on all phases of modern trade, and especially on the principles that underlie the sale of goods.

¶ We call this a utilitarian age—a practical age; accordingly, in the preparation of the lessons in Salesmanship, we have striven to eliminate everything which is not of practical value.

¶ The aim of this first lesson is to dig up the soil of the student's mind and get it ready for the introduction of the principles.

¶ We would like, in this lesson, to go into the subject of Will Power, Suggestion, and Personal Magnetism, but space forbids and we will have to leave them for future lessons. We wish, however, to introduce in the following paragraphs some "brain fertilizers" which either embody or suggest some of the essential principles of Salesmanship.

**A Group of Suggestive Paragraphs**      The Salesman convinces the customer when he makes him see the situation as he sees it; just as the lawyer convinces the jury when he makes them see the crime as he sees it. Merely pounding away at a man will not convince him. To convince a man you must make him believe what you believe. To do this you must give him the same evidence which compelled your conviction.

¶ Can you so express your thought that your customer will see the same mental picture you

see and feel the same conviction you feel? We convert men to believe as we believe, not by urging them but by giving them the evidence, the reasons, in such vivid language, so logically arranged, so skilfully organized and grouped and with so much burning enthusiasm that they appeal to the imagination, the mind's eye, just as a work of art appeals to the human eye.

¶ Don't try to get the order till you have your prospective purchaser convinced. Thousands of orders are lost by so doing. If you do by chance get his order before he is thoroughly convinced, he may back out later. When a man is under the power of conviction he is bound to act. **Convince him.**

¶ When trying to sell an individual goods never make a negative suggestion to him. Untold thousands of dollars worth of sales are lost in this way. If you are showing him hats and think you might sell him a panama don't say, "I don't suppose you would want a panama?" How do you expect to sell a panama if you suggest to him that he doesn't want it? Instead you might say, "I have some handsome panama hats here that I consider very fine."

¶ Don't say to a person when showing a piece of goods, "That doesn't look bad." It would be better to say, "That looks very fine." When you think he has bought all he desires don't say, "Now will that be all?" which is a suggestion that it is all he wants. It is better to say, "Now what else?" or, "Isn't there something

else you would like?" This last induces the mind of the customer to think of what else he might want. Always ask the question in a positive manner.

¶ Many insurance men are bores, not because they don't understand insurance but because they do not understand the human mind. They continually say, "Take some insurance; you ought to have some insurance," where they might just as well go out and bay at the moon. They don't seem to realize that the prospect's mind is an absolute blank as far as insurance is concerned. Just as much a blank as a painter's canvas before the painter applies the brush. This insurance man must learn how to sketch the picture of insurance on the blank mind of his customer with as much skill as the artist uses on his canvas. He paints in vivid and brilliant colors the customer's duties to his wife and family. He draws in brilliant lines the value of his particular policy. Stroke by stroke he fills in the picture until finally his prospect sees the need for insurance just as clearly as the Salesman. Conviction has been produced and the policy is issued

¶ Imagination is the image-making power of the human mind. Imagination is the seat of constructiveness. Our great railroads and steamships and factories and corporations and inventions were at one time simply air castles of the imagination. The man who builds no

air castles, who dreams no dreams, who sees no great possibilities for himself in the future, who does not think of himself as one of the leaders in some great enterprise in the future, will in all probability never be a leader. Columbus discovered a new world by using his imagination. The student who reads and studies these lessons should feel hourly and daily that this Science of Applied Salesmanship will enable him to ascend the ladder which leads to great success. He should daily suggest to himself that he can and will become a great Salesman, a great business man, and a great leader. If he does this he will see himself day by day growing into the image which his imagination created.

¶ Imagination, Will, Reason and Judgment are primal faculties of the human brain and can be developed by proper use. Of all the faculties of the human mind the "Will" means most to the Salesman. The man of aggressive determination can compel himself to do whatever he desires to do. There is the aggressive will, the punctual will, the conquering will, the dogged, persistent will, the assent compelling will, and the tactful or diplomatic will which enables one to adjust himself to another, who may be distasteful to him, for the other's pleasure and their mutual profit.

¶ The traveling Salesman of the future must not only know his goods and how to sell them, his customers and how to convince them, but

he must be a traveling educator in addition. Our Salesman must know how to teach the merchant the best methods of selling goods. In this way the merchant will sell more goods, the Salesman will sell more goods, the house will sell more goods and they will all profit by it. The Salesman who knows how and acts upon this suggestion will find competition dwindling to the diminishing point. Who wants to quit dealing with a Salesman who has business-getting ideas to offer free of charge?

¶ The Salesman who knows how to immediately get over on the other side of the fence, his customer's side of the fence, is the only man who can really interest a prospect. Remember that no man cares a rap for you or what you have to sell until you show him that it will give him pleasure, comfort, happiness, or enable him to earn more money. Find out what your customer should be interested in, then talk to him entirely from his point of view and not your own.

¶ The greatest Salesman is the one who is learning all the time and thinking all the time, continually digging deeper into his subject for better ideas and better arguments. The cry of the hour is for a broader knowledge and more thoroughness.

¶ The ability to use the English language well is one of the great objects of a true education. A Salesman should continually study to improve his English, and his method of expres-

sion. He should strive to increase his vocabulary. Nothing so marks the man of good education as his ability to use good English and give good expression to it.

¶ Inability to close an order to-day—now, is the millstone around the neck of nearly every Salesman. Men and women refuse to decide to-day—they want to put it off. After making your plea and coming up to the order point you may be met by this common objection: “Well, I will think it over and let you know in a few days.” The Salesman who can produce conviction and compel decision immediately is earning a large salary. The following line of argument is very effective in meeting this objection: “I appreciate your desire to give the matter further thought, but you are really better prepared to make a decision to-day than you will be in a week from now. You see we have talked over every point carefully. The points are clearer in your mind now than they will be later. Your good judgment tells you that to decide now is the wise thing to do. It may take a little courage on your part to do it. You know it is the easiest thing in the world to put off making a decision. But you will agree with me, Mr.—, that one of the strongest characteristics of successful men is their ability to decide and act after once deciding that it is the wise thing to do; and that is just what you are going to do. Your judgment and intelligence tells you this is the thing you ought to do; your feelings

and best interests make you realize it. It is only necessary now for your will to act and that can be done by putting your name on this line right here.”

¶ Be loyal to your House. If you don't like it, quit, but while you are accepting a salary you are under moral obligations, as well as legal to give that House your best ideas—all your ideas, and a willing, earnest, loyal service. You can't serve two masters, and do justice to either saying nothing about yourself. Boost night and day for the man you are working for.

¶ The best way to defeat competition is not to talk about it. Do all your talking about your own proposition. Remember that every knock is a boost. I believe in elimination by substitution. Eliminate the other fellow's proposition by putting up one which is so much better that your prospective customer will forget all about what the other Salesman said.

¶ Watch every minute in the day as carefully as if it were actual money. You would have a man arrested who deliberately stole your money but how often do you permit your friends to steal your time, and how often do you permit yourself to idle away an hour without accomplishing anything.

¶ Remember that good appearance, good personality, aggressiveness, enthusiasm, earnestness, sincerity, and hard work will work wonders.

¶ Cheerfulness, courtesy, and tact are the

lubricators of business. Cultivate a smile and a cheerful countenance. It pays.

¶ I care not whether you have much or little talent for selling goods, the only way you will ever make a great success as a Salesman is to carefully and assiduously study the science and art of Salesmanship and put into practice at the first opportunity the new ideas you have learned. Thousands of Salesmen cannot originate first-class business-getting ideas but they can use to great advantage ideas which have been originated by others. One aim of this course is to furnish Salesmen with some of the best selling arguments ever originated, but another and larger aim is to teach Salesmen how to originate and how to use first-class business-getting arguments of their own.

¶ Men in this day and age haven't time to hear long arguments and long debates. Boil down what you have to say. Remember that ideas sell goods always but long drawn-out words never do. Be brief and to the point. Try your best to make your sale at the first interview. First sell the article to yourself. Believe in it. Believe in your company and believe in yourself. Be full of conviction, then you will saturate your argument with conviction. Determine always to make the sale **now**. Let your mental attitude be one of positive conviction.

¶ Lincoln took up the study of geometry when in the midst of a busy life, that he might be the abler and the more logical in answering the

arguments of his adversaries. If the study of Salesmanship ever appears dry to you remember the value which the great Lincoln derived from studying a subject as dry as geometry. Our success is largely in proportion to the efforts we put forth. By putting forth great efforts we will accomplish great results.

¶ There is a science of Salesmanship and there is an art of Salesmanship. They are both vital, essential, and distinctly separate from one another. Science, according to Herbert Spencer, means "Organized knowledge." Science as it relates to Salesmanship means the organization, correlating, and systematizing of the principles of Salesmanship which have stood the test of reason and experience. Art consists in doing. As it relates to Salesmanship, art is the application, or making such use of the scientific principles of Salesmanship as to gain the largest measure of success, or make the highest possible percentage of sales to those solicited.

¶ Every Successful Salesman, whether consciously or unconsciously, uses some of the scientific principles of Salesmanship, but not being understood they are used at random and the results are uncertain. A clear understanding of the science of Salesmanship, and the best methods of applying that knowledge produces double the results with half the effort.

¶ In this lesson we have stated some of the fundamental principles of Salesmanship, but the

corner stone upon which this beautiful super-structure must rest is character. The finest trained mind in all the world is simply a mockery if it is not builded on the solid rock of character. Of what value is a brilliant intellect, a great fortune, and national fame, if the guilt of grafting drives its owner to a premature grave? Such a life is worse than wasted. When young men learn that trickery, crooked dealing and graft are in every case absolutely suicidal, and that true and lasting success never has and never will be builded on anything less than absolute old-fashioned honesty; they have taken the first step toward a successful and self-satisfying career.

### **Memory Training**

To think right is to have a good memory; an idea that never made a strong impression upon the brain is not long remembered. An idea must be effective enough to create a mental sensation; otherwise it is not remembered.

¶ There is very little to memory training outside of association and concentration. I look out of my window and I see the sign,—“Royal Land Company,” I immediately think of Royal Baking Powder. I associate the word Royal with Baking Powder because I have seen it advertised so much. There, you see is the idea of association. In order to remember a new name or idea we associate it with some idea that we are already familiar with.

¶ One day I met a man by the name of Land-

field; I wondered how I could remember this name; I stopped a moment and thought; I thought of land and I thought of field and I realized that a field is land, so I associated Mr. Landfield's name with some land and a field that might be filled with corn. I met another man once by the name of Nortridge. That is a hard name and I told Mr. Nortridge so, and he said,—“Think of North Ridge and you will remember it.” I did and I remembered it without any trouble. You can remember any new name if you associate it in your mind with something you already know.

¶ Every time you meet a new man you should not only study his face carefully but you should always speak his name aloud at least once or twice. If you meet a man by the name of Tanquary, you might say “Mr. Tanquary, I am glad to meet you,” Be sure to speak his name out loud. Say it over again or even several times in order to impress it upon your own mind. In this way you concentrate your mind upon the name. Your next step is to associate that peculiar name with something within your own experience, then if you forget the name you will remember the thing with which you associate it and that gives you the cue you need. You should also study the man's face in order to associate his name with some individual characteristic of the man. A man must have a good memory today in order to succeed in business. Let me ill-

ustrate: I gave a job of printing to a printer. The third time I came into his office it was for the purpose of paying him. He wanted to give me a receipt but he did not know my name and had to ask me. How much respect do you think I had for the ability of that printer? It made a bad impression upon me. On the other hand, I have gone to a hotel and registered. I have come in later and asked the clerk if there was any mail for me and he said, without looking,---“No, Mr. Knox, there is nothing, ” or, “Yes, Mr. Knox, I believe there is a letter for you.” Again, I have stayed in a hotel over night or simply registered for one meal and have come back many weeks later. On such an occasion, I have been greeted very pleasantly by the clerk who has said,---“I am very glad to see you, Mr. Knox, it is sometime since you have been here.” It made me feel that this particular clerk was interested in me.

¶ In order to remember a name, an idea, or a face, concentrate your mind upon it and associate it with something you are already familiar with. Make a practice of doing these things and you will improve remarkably; not only will your memory be better, but you will be a clearer and better thinker. And, finally, in order to remember an idea, talk about it. That which is not expressed, dies. If you want an idea to live in your own mind, use it.

¶ The man who follows the method just indicated can improve his memory one hundred

per cent. This improvement will, in many cases, enable him to hold the position which he otherwise would have lost. Employers want men who take sufficient interest in people to remember their names and faces. They also want men how are sufficiently interested in their business, to know the location, price etc. of their goods. A ticket agent who finally became famous in Railroad circles made such a study of the distances from his town to some other towns and the cost of the tickets that he rarely had to look up the price. He knew. He paid attention to that and it trained his mind. He studied everything in the same way and his advance was rapid.

¶ To develop a good memory you must pay particular attention to what you are doing. You must follow up this attention by concentration. In other words,—attention sustained results in concentration. By concentrating the faculties of your mind upon what you are doing you naturally get interested in it.

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¶ You will not forget this strange idea, name or face if you associate it with something with which you are already familiar.

¶ The next lesson is devoted to the development of the personality and the analysis of Salesmanship. Subjects of vital interest, not only to Salesmen but to all men.

## TEST QUESTIONS.

1. How should a clerk best occupy his idle time in a store?
2. What do you expect to gain from this study?
3. What is Salesmanship?
4. How many factors enter into the making of a sale?
5. What have you to say about health as it relates to success in business?
6. What do you believe the study of this subject will do for you?
7. In making an exhaustive study of business, what four classes of business men do we discover?
8. What can you say about selling goods which the Salesman knows nothing about?
9. Why must a Salesman work in accordance with the laws of the human mind?
10. What can you say about holding the picture of the sale in your own mind?
11. Why should a Salesman commit a selling talk to memory?
12. What is the difference between science and art?

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

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



## LESSON II.

### PERSONALITY AND HOW TO DEVELOP IT.

The greatest and most vital power in influencing life is personality. It is greater than law, instruction or example.

Lyman Abbott.

¶ For a good many years we have heard the subject of personality more or less discussed, but as far as I know no one has attempted to tell us what personality really is. Neither has anyone told us clearly how to develop it. This, of course, is hard to do in the absence of a definition; and since there is no definition for personality, at least none that is adequate, I shall have to coin one. The following definition of course refers to a positive personality. *Personality is that magnetic outward expression of the inner life, which radiates courage, courtesy and kindness. It attracts people by producing a pleasing effect, and is the product of the development*

*of the positive qualities, and makes man a leader in the affairs of life instead of a follower.*

¶ This definition will need to be defined in order to give an intelligent conception of what I mean by the "Positive qualities." If it is hard to give a definition which adequately defines what personality really is; it is not so hard to tell what the qualities are which are back of personality and which produce it. We can very well say that personality represents the flower of manhood and womanhood in full bloom.

¶ I was attempting to engage the services of a Northwestern University student to do soliciting during his summer vacation, when he said he did not feel competent to do it. I immediately referred to his classmate Mr. L——, who made a great success the previous summer. He said "Oh, Yes, that is all right for Mr. L——. He has a good personality; he could succeed all right, but I couldn't. I have no personality." I asked him to tell me what he really meant by personality. I asked him to define it. He said he did not know exactly, that he could not

define it, I could not define it either and it was sometime before I could.

¶ I began immediately to study and experiment on the subject. The next Sunday after the above discussion I heard Dr. Frank W. Gunsaulus preach. I said to myself, "He has a good personality." During the same week I heard Mr. Bryan lecture, and I said, "He has a most striking personality." Well, I asked myself the question again as I looked at Mr. Bryan, "What is personality?" And these thoughts came to my mind: "He is kind, courageous, diplomatic, aggressive, honest, enthusiastic, and he seems to possess an unconquerable will." I immediately got the key which offered the solution to my perplexing problem. These qualities which I name are positive qualities. Therefore, personality is produced by developing the positive qualities and eliminating the negative qualities. Each positive quality has for its opposite a negative quality, as light—darkness; heat—cold; good—bad; honesty—dishonesty; courage—fear, etc.

¶ Here is a chart giving a list of positive and negative qualities placed under separate headings. It is quite hard to designate some of

these qualities as either mental or spiritual; in fact, some of them very properly come under both heads. The positive qualities here designated should be carefully studied and developed, while their opposites, the negative qualities, should and must be weeded out. They are the murderous leeches that are sucking our very life blood, and they must be driven out of our lives with the same vigilance that a foreign army is driven from our shores. They are our enemies and they will grip us with the vengeance of a pestilence.

## MIND.

Positive Qualities.	Negative Qualities.
optimism	pessimism
agreeableness	disagreeableness
tact	indiscretion
kindness	harshness
courtesy	discourtesy
enthusiasm	indifference
ambition	satisfaction
courage	cowardice
initiative	inaction
the conquering spirit	aimlessness
confidence	fear
diplomacy	imprudence

sincerity	insincerity
purpose	irresolution
perseverance	indecision
concentration	vacillation
knowledge	ignorance
work	laziness
patience	impatience
decision	indecision
analysis	confusion
judgment	indiscrimination
originality	dullness
thrift, saving	extravagance
reason	imbecility
wisdom	foolishness
system	carelessness
fair mindedness	suspicion
unselfishness	selfishness
broadmindedness	egotism
observation	heedlessness

## SOUL.

Positive Qualities.	Negative Qualities.
courage	fear
desire	self satisfaction
faith	doubt
confidence	instability

honesty	dishonesty
truth	falsehood
temperance	intemperance
morality	immorality
unselfishness	selfishness
love	hate
patriot	traitor
religion	atheism
charity	malice
joy	sorrow
sympathy	incompassion
hope	despair
beauty	ugliness
loyalty	disloyalty
intuition	stupidity
cheerfulness	gloominess
trust	suspicion

### BODY.

Positive Qualities.	Negative Qualities.
activity	indolence
gracefulness	awkwardness
physical courage	physical fear
health	sickness

The physical, mental and moral qualities in man are so closely related that an injury to one affects them all; while if one is helped, all are in some manner helped.

¶ Each normal individual when born into the world possesses these negative and positive qualities, although dormant of course. The battle for supremacy is a battle between these two forces. The negative qualities are developed in accordance with a definite and absolute law. Failure is the inevitable result of their development. The positive qualities are also developed in accordance with a law which is just as definite and just as absolute. The development of these qualities means success and a well-rounded life. A man fails or succeeds in life as the negative or positive qualities are in the ascendancy. It is, to begin with, simply a matter of thinking. The Bible says, "As a man thinketh in his heart, so is he." The psychologist says, "Every idea which enters into the mind immediately tends to express itself in action." In the beginning, personality is simply a matter of choice and thinking. If a man thinks pessimistic thoughts, nothing in the world can keep him from being a pessimist; and the world is not very kind to pessimists. If one never permits pessimism to enter his mind, but always thinks optimistic thoughts, no fate can make him anything but an opti-

mist. If he thinks disagreeable thoughts, he will have disagreeable people to deal with, and he will be disagreeable. "Courage, is the chief attribute of manliness," says Webster, while fear and other negative thoughts paralyze usefulness.

¶ I state an absolute fact when I say that every individual possesses all the positive qualities, although some of them may be in embryo. It is possible to so develop all these qualities, as to drive out the negative qualities and build up a splendid positive personality.

¶ This ought to encourage us all, ought it not? I believe it possible in the course of a few years' time to practically revolutionize the whole personality. This can be done only by a course of positive thinking and acting. It takes will-power, but I believe will-power is a magic wonder worker. As will-power, in my mind, is the greatest word in the English language, so in the human life, will-power is the greatest quality. Will power is the engineer. We sink or swim, survive or perish, just in accordance with his wishes. Let us remember that thoughts are things. If we put a drop of red or black ink into a bottle of

water, it colors the water. Thought has the same transforming effect on the individual. The nerves, brain cells, and, in fact, the body, change and are continually changing at the dictation of thought. If you are angry, you lose your appetite. You secrete a poison which takes the body several hours to eliminate. Hate actually kills. In their acute stages, love, fear and bad news are also paralyzing to the digestion. The hair turns gray in response to thought. Thought is the most powerful agent known to man. It cures or it sickens. It makes man a servant or it makes him master.

¶ If you would have a magnificent personality begin to live the positive qualities. Say "I can, I will, and I must," where previously you said "I can't." Do that and at the end of the year you will be doing things with ease which it was absolutely impossible for you to do at the beginning of the year. Remember that as sure as the sun shines you possess these positive qualities, although they may be covered up and almost hidden by the mountains of negative thoughts which have always been permitted to have the ascendancy. If you have ever seen the gold mines in Colorado

or California you will know what I mean. Away beneath the granite rocks and mud and gravel, the prospector finds the gold sparkling and brilliant, and only waiting for a chance to glitter in the sunshine. It was there all the time, but it was so covered up that it wasn't seen. My friend, go prospecting for the nuggets of gold which lie hidden in your own life, only waiting to be liberated from the weight of melancholy boulders which have been permitted to accumulate. It takes desire, it takes faith, it takes confidence to eliminate the debris, but it can be done. The word "impossible" does not belong to the man of positive personality. He has forced it, with every other negative quality, to leave for parts unknown. He has eliminated the negative qualities by substituting the better qualities. The way to banish the negative qualities is not to think of them at all. Do all your thinking about the positive qualities, and the negative qualities will die a natural death. I have given you the formula. I have told you how it is done. The law which leads to the development of the personality is just as sure and certain as the law of gravitation.

¶ Do you want to have this personality? If you do, begin at once to develop the positive habit. Notice these two words, *positive habit*. When a habit has been formed it is hard to change it. Habit is to life what rails are to the railroad train. The train runs where it had run before. Thoughts become actions, actions become habits, and habits grow into character and character is immortal. It is easy for the honest man to be honest. It is easy for the man who is habitually truthful to tell the truth. It is easy for the man who works hard to keep on working. It is easy for the man who gets up at six every morning to continue to get up at that hour. It is easy for the moral man to continue to live a moral life. It is easy for the man who thinks and studies to keep on thinking and studying. These things may all be hard at first, but when the habit is formed, it is just as hard to do otherwise. I say begin now, to-day, to get the habit.

¶ Let me repeat, personality is the result of right thinking. It is not produced by following the line of least resistance. It is produced by doing the thing that ought to be done, whether we like it or not. Doing

what most people think can't be done is not only the glory of living, but is the stuff out of which personality is molded.

¶ Do you desire a forceful, winning personality? Do you wish to stand for something positive, masterful, God-like? Do you wish to make of yourself everything which God intended you should be? The world wants men—great men, manly men, men in whom the fire of a great life burns brightly. Do you want to be the champion of some great cause? Do you want to be a George Washington or an Abraham Lincoln, to your generation? If you do, dare to develop your personality to its highest efficiency. The great business men of our generation, the men who have done things, have been men of vital, vigorous and aggressive personality. They have been men who possessed the conquering spirit. They had faith in the power of their personality. They never stopped at obstacles. They wrestled with the lion of opposition and forced a victory. They developed a strong, courageous personality, because they dared attempt to do whatever they believed should be done. Have you the courage to build such a personality? Most

assuredly you have, although you may not believe it. You are a man made in the image of the Almighty. You owe it to your fellows to begin to-day. It will take time, but you have the time on your hands anyway. When nature wants a squash, it produces it in a season. When it wants an oak it asks for time—it wants a century. You are not a squash, you are an oak.

¶ Words are only symbols at best. They are simply vehicles to carry thought. We may have a pretty sentence. We may work out a beautiful theory. It may be grammatically, rhetorically, and scientifically correct. It may be logical, it may be reasonable, it may appeal to the emotional nature and it may appeal to the æsthetic sense; but will it sell goods, will it get results—is the question which the practical man always asks.

¶ In order that we may better understand just how the positive qualities are developed and understand the relation of their development to success in Salesmanship, or business in general, we must analyze man. We must pick him to pieces, so to speak, and find out what relation his mind bears to his body, and *vice versa*. Man, we all know, possesses

a three-fold nature which is divided into the following parts: the physical, the mental, and the spiritual. These three natures, while separate in one sense, bear a direct relation to one another. Let us consider the first, the physical nature. Of course, we have nothing to do here with the different cells, tissues, bones, etc., but we are directly interested in health. In another lesson we shall take up the subject of health and discuss it thoroughly. Health is the basis of all success in life and especially in Salesmanship, as the Salesman requires a tremendous amount of energy.

¶ *Health is that normal condition of the three-fold man which enables the physical organs to correctly perform their functions, and contribute to the highest development of the positive qualities, physical, mental and moral.*

¶ There is such a thing as physical health, mental health, and spiritual health. The Salesman whose arguments are not strong, forceful, energetic and backed up by a magnetic, healthy body filled with pure red blood, and whose functions are performed normally, is greatly handicapped.

¶ But speaking more definitely, what do we

mean by "threefold man,"—by so minutely analyzing the individual? We do it in order that we may the more rationally and carefully study ourselves. We desire to know where our weak points are, and how to eliminate them. We also wish to know just what our strong points are, and how to strengthen them. We must admit we all have our weak points as well as strong ones. The difference between the successful and unsuccessful man lies in the fact that the successful man has more of the positive qualities developed than his less fortunate neighbor. The positive qualities are a man's capital, his assets. They are salable in any market where brains are needed. The more they are developed, the higher the price they command.

¶ I have known Salesmen who would over-eat and over-drink and over-sleep, who would hardly ever study anything relating to their subject. They would talk hard luck, and the blues, and poor territory, etc., etc. The negative qualities were given the ascendancy so long that positive, forceful, energetic and enthusiastic manhood was never permitted to have the ascendancy. We can revolution-

ize our lives and if we are ever going to make the success of which we are capable, we must begin work to-day, now—to stamp the negative qualities out of our lives and develop the positive ones. This must be done at any cost of work, determination, or sacrifice. I believe in elimination by substitution. I believe in eliminating the negative qualities by substituting and using the positive ones. I believe in driving bad thoughts out of the mind by immediately thinking of something good. But what has the mind got to do with all this,—you ask. I spoke of the mental nature and the spiritual nature. You thoroughly understand what I mean by mental nature, but you may not all exactly agree with my third division. So for convenience, sake I shall use the psychologist's terms, and instead of spiritual nature, I shall use the term *subjective mind*.

¶ The human mind is divided into two parts as follows: the objective mind, and the subjective mind. The objective mind is the seat of reason, of judgment, of logical thinking, and of the five senses.

¶ The subjective mind is the habitation of memory.

It is the seat of the emotions, love, patriotism, religion, and some of the positive qualities which mean most in Salesmanship; qualities which a Salesman should thoroughly understand. The power and secret of influencing are largely the result of the development of these subjective positive qualities. There is a peculiar relation existing between these dual minds. The objective mind makes suggestions to the subjective mind. The subjective mind accepts and believes the suggestions and performs its functions accordingly. "The subjective mind is constantly amenable to control by the power of suggestions," says Dr. Hudson. The same author says, "The subjective mind controls the functions, sensations, and conditions of the body, and of all the laws of the human soul, the law of suggestion is the most important." This may seem a little technical, and for that reason I shall devote considerable space to this law of suggestion in another lesson. I shall give practical illustrations as to its direct and great value to the Salesman who understands it. ¶ To thoroughly understand this law of suggestion in its relation to Salesmanship and

its power in influencing people, is to increase one's earning capacity and ability by leaps and bounds. What do we mean when we say that the subjective mind controls the functions and sensations of the body? Scientists tell us that anger, jealousy or hatred, which are distinctive negative qualities, secrete a poison in the system which it takes several hours to eliminate, besides leaving an indelible impression upon the individual. If you are distressed you refuse to eat, you lose your appetite. If you get bad news after dinner, your food refuses to digest. Your emotions are affected, your subjective mind has taken control of your functions. Let me say in this connection that every thought which is permitted to find its resting place in the mind, the objective mind, is communicated to the subjective mind, and, as the subjective mind governs the functions and sensations of the body, our every thought, good or bad, optimistic or pessimistic, is always at work, building up or tearing down body, nerve and mind.

¶ Doesn't this law of physiological effect mean everything to us? When we get blue that very fact is communicated from our

objective to our subjective mind, and from there to our body, where it immediately begins to secrete the poison which does its deadly work on our whole life. Didn't the ancient writer arrive at a great scientific truth when he said, "As a man thinketh, so is he?" In all reason, then, ought we not to begin to think right? It follows that if we think right we will act right, and our success will be assured providing we exercise our will power. Knowledge is power. Definite knowledge of yourself and your business is the central force in the development of an effective and powerful personality. As a matter of fact, many of the other elements of success have their rise in this one. The Salesman who knows his business from A to Z is confident, courageous, and generally irresistible. He not only thinks, but he knows, that he has something it would pay the customer to buy. He has this knowledge fortified by a multitude of reasons which he can talk fluently, logically, and with the fire and enthusiasm of a "natural-born orator." The consciousness of this knowledge banishes hesitation, gives him self possession, an easy bearing, and a conquering spirit. He is

saturated with conclusive evidence. He has a splendid story. He is overflowing with inspiration and enthusiasm because he knows he can tell it well. Such a man with such a personality can approach the railroad magnate as easily as the clerk. It is simply a matter of choice, bull-dog determination, and will power.

¶ If I were to ask a man how old he is he could instantly tell me. If I were to ask him where he lives he could tell me that. If I were to ask him what nationality he is he could inform me. If I were to ask him what his business is he could tell me that. But if I were to ask him to write out an analysis of his own self, tell me about his own personality, describe his mind and soul faculties, I would certainly not get a very satisfactory answer.

¶ The thing men know least about in this world is their own individual selves, and that is what they should know most about. *The average man hasn't confidence in himself because he isn't acquainted with himself.* He has never analyzed himself. He knows practically nothing about his own capacity, about his own mental and spiritual faculties and physical development.

¶ Men have learned to use the microscope to study plant and insect life. They have learned to use the telescope to study the stars. Miners have learned to recognize nuggets of gold in the rough. Geologists have so studied the stones of the earth that they can easily recognize a fortune in a few rough looking uncut diamonds. But scientists have not yet invented a microscope or a telescope that will turn the search light upon their own minds and search out the unknown continent within.

¶ It is amazing the amount of dormant power that is wrapped up, unused, in the average man's life, that he knows nothing about. The greatest discovery the average man makes is not thru the microscope or the telescope, or in the gold mines or the diamond beds, but in himself.

¶ We are teaching Salesmanship but that is only one phase of the work we are doing. The greatest work we are doing is helping you to discover yourself. We help you to find yourself by showing you how to analyze yourself, how to discover your own faculties, and then how to develop them. Our aim is to put you on the right track. Then progress is practically assured.

¶ Our aim is to show you that you possess in some measure both the negative and positive qualities, and also show you how the negative qualities can and must be eliminated, and how the positive qualities must be developed. In this process of development the life of the individual is necessarily revolutionized. Let me illustrate. Water is composed of two different gases. It is different from either of the gases but a product of their union. The chemical formula for water is  $H_2O$ . When two atoms of hydrogen and one atom of oxygen, are combined in that proportion they produce a third element, different from either, and which we know as water.

¶ The chemical name for salt is Sodium Chloride. It is composed of two substances which are radically different. Sodium is a soft white substance, and chloride, when separated from the salt, is a green colored poisonous gas. When these two substances unite they form an entirely different product. That proves that two substances may and do chemically unite and produce a third substance which is not a mixture but a result of the union of both.

¶ Let us leave chemistry and get back to the

brain. Scientists tell us there are over two billion brain cells and that they are continually changing at the dictation of thought. I am not so much interested in the number of brain cells as I am in their development, and how they are developed. The man of two billion brain cells, well developed, is much superior to the man of three billion brain cells poorly developed. The point I wish to emphasize here is that you have enough brain cells to make you successful if you will only develop and use them.

¶ When an idea comes in contact with the brain cells, we have two substances which are entirely different coming in contact with each other, and what do we find as a result? In chemistry we find a chemical change, in man we find a physical change. We find that the union of the two products produces a third which may be different from either. We find, in other words, that if a negative idea comes into the human mind, the action resulting from that negative idea will be negative, and the mind is to that extent paralyzed. Let me illustrate. A fear thought comes in contact with a brain cell. The two unite. The result is inaction and

the paralysis of initiative. Had the idea been positive and the opposite of fear, the mind would have produced an immediate desire for action. Initiative or action is the result of reason, reason is the result of thinking, and thinking is the result of an idea. And let us remember that whether negative or positive, "Every idea that enters into the mind immediately tends to express itself in action."

¶ If the thoughts are negative and along the line of dishonesty, immorality, fear, failure, falsehoods, etc., the brain cells will inevitably be demoralized into that kind of action. But when a positive idea comes in contact with a brain cell there is created a positive force that results in positive actions, and the individual becomes to that extent a new individual and possesses new power that he knew nothing of before.

¶ Therefore, if enough of these positive ideas are brought in contact with the brain cells, a revolution is bound to take place in the human life, and the individual develops from a man of mediocrity to a man of great power. He changes from a rollicking, good-for-nothing Webster on the farm, to Webster the

statesman, and one of the greatest orators the world has ever known. But what brought about this revolution? A certain kind of thinking. And this brings us to the question of creative faculties and factors which you will study with great interest in lesson nine.

¶ In this connection and to emphasize what I have said, I desire to quote the following from the pen of Lyman B. Sperry, M. D. Dr. Sperry has an international reputation as a writer and lecturer. He says "Ordinary, habitual, unemotional mental activities do not perceptibly influence the action of the organic nerves; but whenever mental activity rises to a point which produces unusual emotion, then countless vibrations or thrills, which are in effect definite messages, flash from the cerebrospinal nerves over into the organic nerves, and increase, diminish, or in some way modify their action.

¶ "All forms of fear, and all passions in which fear is an essential element such as anxiety, worry, grief, envy, jealousy, anger, hatred, revenge, remorse, despondency and despair, are mental emotions of such a nature that their nerve vibrations or messages, flowing over upon the sympathetic system, neces-

sarily derange its action. Some of the vital functions may be unduly stimulated by certain emotions, while others may be benumbed, even to the point of paralysis.

¶ “Every form of fear tends to depress organic energy, derange the nutritive processes, produce disease and shorten life; hence, fear is the natural and constant foe of the vitality, health, longevity and efficiency of everyone who experiences it.

¶ “This is true, remember, because of the fact that all such emotions or passions produce discharges of nerve force, which inevitably interfere with the normal workings of the organic nervous system—the special machinery that directs the vital functions of the body.

¶ “All mental states characterized by even a slight degree of anxiety, sorrow or regret, not only naturally and inevitably tend to produce disease, but also to prevent recovery from diseased conditions, however they may have been produced. All anticipated harm, all trouble, whether real or imaginary, and all forms of discontent, inevitably devitalize and derange the organic processes.

¶ “On the other hand, *faith* by which I mean

the Assurance of things hoped for, trust, confidence, contentment, peace, good-will, loving kindness, and an approving conscience are constant friends, healthful regulators and positive energizers of the organic system.

¶ “It is a physiological law, as well as a psychological law, that all emotions akin to faith contribute not only to ones daily comfort and happiness but also tend to establish habitual health, insure mental and physical efficiency, and promote longevity. Hence such Scriptural declarations as ‘A merry heart doeth good like a medicine;’ ‘Godliness, with contentment is great gain;’ ‘Thy faith hath made thee whole:’ etc. are scientifically sound.”

¶ I would like to discuss every positive quality in this lesson—show how it can be developed and also show how its opposite, the negative quality, can be uprooted and eliminated. But it would take a book of several hundred pages to do all this. The quotation from Dr. Sperry shows you the physiological effect of fear. Just realize that every other negative quality affects you similarly. You will notice also the physiological effect of faith, according to Dr.

Sperry. Just realize that you are affected in the same way by every positive quality. I desire to further emphasize what Dr. Sperry says about fear. It robs us of the best there is in life. It steals from us so much per day or week or month of the earnings that rightfully belong to us. If we submit it will hold us in poverty, misery and despair; it will dig a bottomless pit in under us and equip it with a suction pump that continually pulls us down. Fear is the fatal bugaboo of the imagination. But thank the Lord we can drive it out of our lives. We can release, and forever, its slimy hold upon us. But it takes courage to do it.

¶ Knowledge is the antidote for fear as surely as light is the antidote for darkness. Courage and self confidence are the results of knowledge. Fear is the result of ignorance. We are afraid of the darkening shadows in a room, but turn on the light and fear vanishes. Fear, if we will permit it, makes cowards of us all. There are multitudes of men who could increase their earning capacity, in a better position, but they are afraid to try it. They are afraid to leave the position they have, even though it is not worthy of their best

efforts, for fear they will not get a better one. Isn't that so? Hasn't it been true in your own case during some period of your life? Stop and think! Isn't it true right now? It is fear, fear, fear all the time. Fear is based upon ignorance as courage is based upon knowledge. Eliminate ignorance and fear will vanish. Acquire the right kind of knowledge, then courage and self confidence become a possession.

¶ What are you going to do about it? I know what you are going to do, you are going to summon your will power, throw off this slimy incubus and fight life's battles like the real man that God intended you to be. The developed positive qualities will help you do it. They will become a real mental battery of invincible personal power.

¶ I am going to indicate a Character Chart. I want you to make one for yourself. I want you to check up every positive quality every day for a month, then keep it up for a year. Find out your weaknesses and eliminate them.

¶ Let us choose nine positive qualities and consider that they make the following individual average for a month—optimism

71 per cent, Enthusiasm 80, Energy 80, Honesty 95, Cheerfulness 85, Carefulness 90, Neatness 90, Initiative 75, Courage 75.

¶By adding these percentages together and dividing them by nine, as we find there are nine qualities, we find that we get an average of 79 per cent. That means we were 79 per cent successful that month, that we were only 79 per cent of our maximum possibility that month. It means we were 21 per cent failure during that month. It means we were only a little more than three-fourths as successful as we should have been and could have been. It means we must be mentally systematic; it means we must check up our weaknesses, catalog them and then kill them.

¶We kill the negative by practicing the positive. We kill laziness by continually hustling. We kill cowardice, by doing the thing that needs to be done, and doing it immediately, regardless of whether we like it or not. We kill dishonesty by compelling ourselves to be honest about every transaction.

¶Possibly you never before realized it was possible to check up and speed up your

brain forces and increase your efficiency and therefore your income, at least 21 per cent. Did you? You possibly did not realize that a study of Salesmanship meant such an analysis of your brain forces that you could literally check up and finally control them. This is only a beginning of what you can do for yourself as a result of this marvelous study of mental science.

¶Apply this same process of elimination and substitution to every negative and positive quality you possess, and you will notice a marvelous change in yourself within a very few months. Your possibilities are really unlimited.

¶Many Salesmen get the foolish notion that Monday is not a good day for business, consequently they use that as an excuse to waste the forenoon around the house and the afternoon around the pool halls, or other places. From Tuesday morning until Friday night they waste enough odd hours to amount to another whole day. They do not pretend to work at all on Saturday. Half of the week is absolutely lost.

¶ Let us suppose a Salesman is selling typewriters and is working on a salary of thirty dollars a week. He works only half the week. He therefore earns only fifteen dollars instead of thirty. He defrauds his employer out of fifteen dollars.

¶ But suppose he is working on a commission and his commission amounts to thirty dollars for half a week's work. He is satisfied with what he has made and justifies himself by feeling that he has done better than a whole lot of other Salesmen anyway. What about him? He has defrauded himself out of thirty dollars that he could have earned, and possibly more, as a man can do more when he is working under a full head of steam. He has also defrauded his employer out of the profits he would have made on the sale of the extra goods.

¶ My experience as a Salesman and as a salesmanager has convinced me that most of the Salesmen of the country waste anywhere from one to three days a week. Such men always wonder why they do not get along faster.

be recognized. You cannot be a great success as a Salesman until you bring those winning qualities out where they can be seen. They vouch for your honesty, your sincerity; and are a proof of your interest in others. They are your letter of introduction and will gain you admission when everything else fails."

¶ A writer in "Success" says: "A pleasing personality is of untold value. It is a perpetual delight and inspiration to everyone who comes in contact with it. Such a personality is capital. Very few people ever come into your home, or see your stocks, or bonds, or lands, or interest in steamship lines, or corporations, but your personality you carry everywhere. It is your letter of credit. You stand or fall by it."

¶ Another recent writer has said: "A man's personality does not come by accident; it is a natural gift, just as his mind and muscle are natural gifts, and, like them, it must be cultivated. Develop it by eliminating everything that is bad and cultivating everything that is good. Cut out the blues and worry and jealousy and envy and all their relatives; they are man's worst enemies. Fill your whole mind and lips with energy, hope, and

Below are the positive qualities of the Intellect, of the Sensibilities, and of the Will, which must be highly developed in order to insure a man of (1) Ability, of (2) Reliability, and of (3) Leadership:

1 { Observation  
Concentration  
Memory  
Imagination  
Reason  
Judgement

2 { Honesty  
Loyalty  
Faith  
Ambition  
Enthusiasm  
Optimism  
Sincerity

3 { Decision  
Punctuality  
Courage  
Initiative

sunshine and an invincible determination to *do things*. Feel every minute of the day that it is the best day you ever had. Like thoughts are always attracted to each other. To think and feel enthusiasm, confidence and success, will develop in you a splendid personality and set in motion the forces that will bring prosperity and power. Every man carries the price of a splendid, noble and successful life within himself. Be in dead earnest and your prize can be the world."

¶ But what direct relation do these positive qualities bear to Salesmanship? They bear the same relation which blood and nerves bear to the human body. Let us consider one of these positive qualities which I have named, viz.: preparedness. Around this quality adhere the principles which are the very heart and soul of Salesmanship. In further analyzing the word preparedness, which means the state of being prepared, a sub-division is necessary, together with an analytical outline showing how to begin the preparation.

¶ When an individual is prepared, it means these three things to him: Faith, confidence and his ability to sell goods. It means confidence in himself and both confidence and

faith in his business, together with a knowledge of the construction and selling qualities of his goods, of which the following is the analytical outline. This outline is deemed broad enough to cover almost any kind of manufactured product.

## ANALYSIS.

1. Who produced or manufactured it?
  - (a) What was the method of production?
  - (b) Where was it produced?
  - (c) Of what is it composed?

2. How does it compare, as to finish, material, workmanship and price, with competitive articles put out for the same purpose?

3. Can it be shown that its value to the purchaser compares favorably with its cost?

4. What is its purpose? In other words, what is it good for?

5. How can it be analyzed in such a way as to appeal by a logical process of argument to the reason and judgment of the customer? What portions of it can be used to appeal to the emotional or spiritual nature of the customer?

6. To what class of people can it be sold?

7. If it can be sold to several classes of people, is there a distinctive line of argument for each class?

¶ Study and apply analysis in order that you may be able to analyze all kinds of goods, your competitors' as well as your own. What appears to be a small point of difference will often close the sale if the point is shown to be superior. The ability then to so analyze two or several propositions, that the point of superiority, although small, is clearly brought out, very often closes the sale.

¶ Everything being equal a customer buys where he can buy cheapest. Be sure to watch the "Everything being equal." People will not buy at a cheaper store if it is dirty, or the service poor, or the clerks incompetent. They will not buy from a traveling Salesman who is slouchy and poorly groomed, or discourteous, or a poor Salesman, if he has a good competitor.

¶ Everything is not equal as long as you have a better personality and are a better Salesman. A dollar a day hotel may serve just as good meals as the \$2.00 a day house. In fact the meat and groceries may have been bought from the same store, and be of the

same grade, but if the bill of fare is fly specked, the napkins dirty and the table cloth stained with coffee, the traveling public will go to the \$2.00 a day house, and pay the difference, because it is clean. Again I say, watch the "Other things being Equal."

¶ Without this preparation failure would be almost sure and inevitable. My reasons are based on the following conclusions. I have hired hundreds of men and trained or supervised the training of thousands in the United States and Canada. I picked the very best class of young men living in this generation. This I proved by comparison with other men from other walks of life whom I have hired. Out of every hundred men I hired, I feel safe in saying that ninety-five lacked confidence in themselves to begin with and said they believed they couldn't do the work. They would invariably say, "I have never sold goods and I don't believe I have any ability along that line. I'm afraid I'd make a failure of it. I haven't much confidence in myself. I'm afraid to try it."

¶ How can you inspire such men with confidence? Have you ever seen a new begin-

ner in a gymnasium try to turn a handspring on the mat when he knew nothing about how to do it? If you have, you have seen him come down flat on his back time and time again. You have seen him persevere. He knew he could do it eventually, because others had done it. You have seen him turn that handspring, after some months' practice, with as much ease and confidence as if it were his natural method of locomotion.

¶ What is this first step in the development of the confidence which this man must have; first, in himself, and, secondly, in his proposition. He knows absolutely that he can not talk the goods, either successfully or at all. He tries to think what he might say or how he might say it, and his imagination conjures up failure because he can not yet see through the misty labyrinth of argument which he knows is necessary in order to convince a customer that he ought to buy his goods. He can not see into or through this argument to begin with, because he does not know it and hence he lacks confidence. You can not convince a man that cake is made out of the product of wheat by showing him the wheat and letting him taste the cake,

if this man has never seen or heard of wheat, flour and cake. He would ask for evidence. He would have to be shown.

¶ The first thing for you to do in beginning this study, which leads both to confidence in your goods and confidence in yourself, is to begin an analytical study of your subject. The whole thing must be picked to pieces in the same way a jeweler picks a watch to pieces, a mechanic a self-binder, or a grammarian a sentence. If you are selling a binder you must know what each piece is composed of, why it is made so and so, and why it is made of a certain kind of iron or wood, and why it is made in just that shape. You must thoroughly understand the construction of your machine. You must learn to think the same thoughts which the man had who made it. If you can do that, if you can find out his reasons for taking every step, you are getting a basic knowledge which after you have learned how to talk it, will fill your heart with courage and confidence, and your mouth with words which are not only the result of skill but which will be skillfully put. It is a great thing to thoroughly understand every point in the talk or argument you are going

to make, but it is a much greater art to be able to talk those ideas effectively. How many times have you seen a man get up in a meeting and in a stammering way say, "I know what I want to say, but I can't find the words," and then sit down in confusion? I have even known college graduates to be effected in this way.

¶ The fundamental principles of Salesmanship are all the same. A principle which can be used in selling one article can be used in selling any other article, no matter whether it be real estate or chickens. A friend of mine sold books successfully as a student. The book had different bindings. He developed skill in changing from a higher to a lower, or a lower to a higher priced binding. Later he went into the horse business. He sold a team one day. The man came back the next day to trade one of them for another, which he thought would make a better matched team. He traded and gave a nice sum to boot. The horse man turned to me and said, "I did that just as easily as changing from a two-fifty to a three-fifty binding."

¶ In order to have this confidence in yourself you must have faith in what you are going

to sell. Faith is the essential condition of confidence, and confidence is the essential condition of success. This is not mere opinion or guess work, it is a scientific fact. Faith is the mental attitude essential to successful business-getting. "Faith is the central idea and essence of the law of suggestion." Without this faith, without this belief there would be no basis for suggesting to the other man that he should make the purchase. "The prayer of faith shall be answered" has a firm scientific basis. Be sure you have absolute faith in the article you are going to sell. If you have not that faith, if you do not think the article is worth the money, your conscience will go back on you, and you will most assuredly end in failure, together with a considerable loss of self-respect. No man can long succeed in selling goods which he knows are not worth the money. His better nature soon revolts.

¶ While there are a great number of positive qualities, they are not all of equal importance in the development of the Salesman. I shall name here some of the positive qualities and faculties which it is absolutely essential a Salesman should develop to a high degree:

Preparedness, faith and confidence, the conquering spirit, cheerfulness or good cheer, courtesy, initiative, courage, perseverance, determination, concentration, will-power, desire, health, character, judgment and expression. But how are these qualities and faculties to be developed, you ask. In the following lessons we make an analytical study of the positive and negative qualities, and how to develop the positive qualities. We give the real secret of the development of the personality and its relation to success in life. The knowledge or ignorance of these facts means success or failure in life. First, we must know what the qualities are; and secondly, we must know how to develop them.

¶ America's great men have been men of commanding personality. What were the qualities in the life of James G. Blaine which made him great? What were the qualities of personality which made Grant and Lincoln and McKinley great? What are the qualities which have made Roosevelt great in spite of his party leaders? What are the qualities which have made Mr. Bryan the leader of his party for a longer time, in defeat, than any other man the party has ever produced?

We have stated all these qualities of superb manhood in this lesson. We will approximate unto the greatness of these men as we develop self-mastery and use our will power not only to develop these qualities but to drive out the negative qualities. The next lesson will define Salesmanship, while the two following lessons will analyze it.

¶ A Salesman's general education may be poor, while his special education may be good enough to make him a great Salesman. Every quality of the individual except initiative, might be marked 100 per cent but if that is poor, if the Salesman is lazy, he will still be a failure. If every quality but appearance is marked 100 per cent the Salesman will still be a failure if he presents a seedy and uncouth appearance. The same is true in regard to personality—the Salesman might be able to speak or read a dozen languages and still be a failure if his personality is weak, vacillating, and negative. One thing in this connection is worthy of the Salesman's careful consideration, that is this, a Salesman may have developed every positive quality but one, honesty for instance, and that one negative quality may defeat

him in the long run. Look out for every quality. Be sure that you do not harbor any enemies. You simply must weed out the negative and develop the positive qualities. A great and glorious success depends upon it. Pick out one new positive quality every Monday morning and determine that at any cost you will live that quality during the week and forever afterwards. It may hurt a little at first to pull up some of the weeds, but your manhood demands that you do it. You can do anything you desire.

### TEST QUESTIONS.

1. What is personality?
2. What is meant by positive qualities?
3. What is meant by negative qualities?
4. Which positive qualities do you think are most important?
5. Name the three different qualities of man?
6. The human mind is divided into how many parts?
7. What are the functions of each?
8. What effect, according to Hudson, does the subjective mind have upon the body?

9. Why is a good personality dependent entirely upon the development of the positive qualities?

10. Why is a good personality absolutely essential in order to become a success?

11. Why is "preparedness" or preparation absolutely essential to success in Salesmanship?

12. Give *from memory* what you can of the analytical outline.

13. What do you mean by confidence?

14. How is faith developed?

15. Is it possible to develop all the positive qualities but one and then fail as a Salesman? Give example.

### LESSON III.

**The Science of Business** In lesson I we gave you a bird's-eye view of Salesmanship and what it is. Lesson II is a study in man building, a study in personal development. We have learned there are three great factors in Salesmanship, namely, the Salesman, the customer and the article to be sold. By far the greatest of these is the Salesman. That is the reason we have given so much consideration to the Salesman, or rather to the man who is, or is to be, the Salesman. When we build our man right first, it is not so hard to train him after that. 

¶ I have said that there are three great factors in Salesmanship, the Salesman, the customer and the article to be sold. These three factors are like three separate chemicals. But when the chemicals are mixed they produce another element. The Salesman, the customer and the article to be sold bear no more relation to each other than the chemicals, until an effort is made to exchange the article from the man who owns it to the man who is made to desire it. This exchange is, of course, for a money consideration, or its equivalent. In making the exchange a fourth

factor is created. This factor we call the sale itself. We then have a complete equation containing four factors, the Salesman, the customer, the article to be sold, and the sale itself. The purpose of the first three is to create the fourth; the sale, and what kind of a creation it is depends largely upon the selling ability of the first factor, the party of the first part, the Salesman. For that reason we devote so much space in this course to the study of the things that make for **maximum selling efficiency in the Salesman.**

¶The word "Salesmanship," like ancient Gaul, is divided into three parts. The first part which we may designate as "**Sales,**" we discuss especially in Lessons IV and V. The second part, "**Man**" we have discussed in Lesson II and will discuss in several future lessons. The third factor, "**ship,**" I am going to designate as meaning business. The "**ship**" includes the man, the goods and the sale. This lesson will be devoted largely to a discussion of the third factor, the business factor. In this lesson I am going to discuss many of the fundamental principles of business, and show how these principles are related to success in Salesmanship and business.

¶We have many very brilliant doctors, lawyers, preachers, professional men and Salesmen. These men are brilliant in the doing of their work, but many of them are

failures when it comes to taking care of the results, when it comes to taking care of the business end of their profession. Do you know that Senator Aldrich has said he could save the United States Government three hundred million dollars a year by **organizing** the departments of the Government, and conducting them on a **modern business basis**? Did it ever occur to you that a majority of the men in Congress are not business men, and therefore not competent to run a concern like the United States Government on a business basis? And they are the leading men in this country too. It is true there are many brilliant and able lawyers in Congress, but that brings us right back to our starting point. **They are brilliant as lawyers, but ignorant as business men.** They are not trained as business men, and business, let it be understood, is a science, just as law, medicine, mechanics and mathematics are sciences. For that reason a man may be brilliant as a lawyer and still be ignorant of the science of either medicine or business.

¶ A writer in Success magazine brilliantly illustrates the point I wish to make. In making a business study of the United States Government and finding the business in an awful shape, he interviewed leading members of both Houses in regard to the business inefficiency of Congress, and here are some of the replies. "Congressman Burleson of the

Appropriations Committee of the House speaking with much feeling said: 'I was a lawyer before I came here. I know nothing of bookkeeping.' Congressman Murdock of Kansas, one of the strongest leaders of the Insurgents said: 'I don't know of any-one who has gone thoroughly into the subject, and, for my part, I never could get through my head the difference between single and double entry bookkeeping.' Said Senator Cummins of Iowa, one of the most active of the Radicals in the Upper Chamber: 'I have been giving all of my time to railroads, the Postal Saving's Banks, and the tariff.' 'And,' continues the writer, 'these men were typical.' "

¶ Men are studying almost everything else but the science of modern business, in spite of the fact that our civilization rests upon our business. They are doing business by guess instead of by knowledge. They have blundered on without stopping to realize there is a science of business as well as a science of law or medicine, and that this science is their only hope of success. The business of this country is done so carelessly that the waste, the awful waste, is almost criminal. According to Dun's and Bradstreet's reports ninety-five men out of every hundred who enter the retail business fail to make money and most of them lose what they have.

Think of it! Isn't it time something was done to stop this awful waste?

¶No man in this country knows more about the condition of the retail business of the country than a National Cash Register Salesman. Why does he know so much about it? Before he ever goes into the business he is obliged to take a course in merchandising and business systems. He studies and analyzes every mercantile system in the world. He must be able to pass examination on his knowledge of these systems before he is given his certificate of graduation and is sent into his territory. It was my privilege to receive such a training. I did my first work as a National Cash Register Salesman in the heart of New York City. I had an opportunity, therefore, to study the retail business carefully in New York City, Buffalo, the smaller towns of the East and the Middle West as well.

¶The man who goes out for the National Cash Register Company must be a systems expert, able to analyze, organize and establish a system in any kind of a business from a barber shop to an ice house, and the largest retail stores in the country. He must, therefore, be familiar with every kind of a business and every kind of a business system. The ignorance of modern business systems and modern business management which I found was appalling. But you are apt to ask how there can be any science of business manage-

ment that can be taught in such a way that it will be practical.

¶ In order to answer that question I will have to make clear what I mean by Business science. Human necessity thru all the ages has built up the great business of distribution. We usually think of it as commerce. During the same time human sickness has necessitated the development of what we call medical knowledge, the knowledge of drugs, and the knowledge of human anatomy. This knowledge which has been gathered thru years of study and experimenting is called the organized knowledge in relation to medicine, in other words, the Science of medicine.

¶ Likewise the business knowledge which has been gained in a similar way is known as the Science of business.

¶ Science is a big word and to many seemingly unknowable. But Herbert Spencer, the great English Philosopher, has said that science is simply organized knowledge. Business Science then is organized business knowledge that has been tried out and found to be fundamentally successful. That isn't so hard, is it?

¶ The Science of business therefore, is the organized modern knowledge that has proven successful and is successful to-day. Business Science has eliminated methods that have proven unsuccessful. **A business man cannot,**

therefore, afford to guess and fail when he might just as well know and succeed.

¶ Every man who engages in business of any kind, is entitled to success. Did you ever think of that? A man is entitled to enough profit in his business to pay all his regular expenses, support his family, take a vacation in the summer, educate his children and have enough money saved so that he can retire when increasing age demands it, and be assured of a comfortable living the rest of his days. Isn't that what a man is in business for? If a man cannot or does not do this it is because there is something wrong, either with him or with his business. You may be sure when there is something wrong with a man's business, there is also something wrong with the man who is responsible for the business. A man's business is a result. He is the cause. What the result is depends largely upon the cause.

¶ Of course, there are misfortunes in life that cannot always be controlled, but many men have lost all they had two or three times in their lifetime and won out again. This is nearly always true when the man is built right. Of course if the loss comes later in life it is harder, but even then with proper foresight and judgment, investments would have been made in such a way that at best there would have been nothing more than a partial loss. Carnegie's idea of putting all

your eggs in one basket and watching the basket, is a farce and a delusion in general, although it may be all right in the steel business. I saw the folly of that advice in the San Francisco fire and earthquake when I saw both the basket and the eggs burn up together.

¶ Every business man should have considerable endowment insurance to fall back upon in case of other losses. When he is young and making money he can afford to pay for it, and when he has a misfortune he cannot afford not to have it.

¶ When a man establishes a retail business there are several things to consider. He must either buy or rent. He must buy goods, hire clerks, sell goods, train his clerks, systematize his business, write advertisements, know human nature and know how to deal with and handle people.

¶ The first big problem the merchant has is in buying goods. Enough unsalable and perishable goods are bought and wasted by some merchants to eat up all the net profit. This is one cause of failure. Poor Salesmanship on the part of the merchant and his clerks is another cause of failure. Few merchants know how to train their clerks. They just let them go it alone. But the failure to systematize a store in such a way as to know the condition of the business is one of the great sources of loss in a retail business.

There is more loss through stealing and carelessness in the average store than most merchants are aware of. Some merchants lose 5% on forgotten charges alone.

¶ Many a store fails without the merchant ever knowing the cause of failure. I have systematized stores and found a loss of a thousand dollars the past year and the proprietor did not know where it went. I have known merchants who had not taken an inventory in forty years; who never had a record of how many customers visited the store or how much money was taken in any day, week, month or year of their existence. And yet such men wonder why they fail. Such men are not business men. They are simply unbusiness-like storekeepers who know no more about modern successful business methods than the Sioux Indians know about Scientific agriculture. **No chain is stronger than its weakest link, and no business is stronger than its weakest part or department.**

¶ System, as it refers to business, means such an organization of the business that all the transactions will be properly recorded and handled with the greatest ease and rapidity, and at the least expense; that mistakes and carelessness will be reduced to a minimum, and that the proprietor or manager will have absolute information as to the condition of the business. With such a system a continuous drain on the business would be

impossible. It would thus be impossible to lose money for six months or a year at a time without knowing it.

¶ What I have said about the retail business is, in a general way, applicable to any business. If a man is a manager for a typewriter company, an insurance company, or any other company where he has to hire, train, and handle men to sell goods, the principles are much the same.

¶ A manager must know the kind of men to hire and **know how to train and handle them**. This is difficult. He must also know how to systematize his business both from the standpoint of **saving expense** and rendering the **highest efficiency** and **best service** to his customers.

¶ If a young man buys a business he should be very careful or he will pay too much for fixtures or old machinery. He cannot afford to **guess** as to its value. He should have an expert thoroughly investigate the business and take a careful inventory of everything. A **lot of old junk** will likely be found that is worth nothing and should be discarded. Remember that fixtures and machinery are expected to depreciate in value at the rate of ten per cent a year. In buying such fixtures or machinery this should be taken into consideration.

¶ Every concern that is doing business for the public must have a cost system in order to

be business-like. No concern can afford to do business by guess. It must know the first cost, the necessary expense, and the profit that must be made. Can't you apply these methods to your business? If not then look into your business and see what is wrong.

¶ We cannot consider the subject of business without discussing business management. Business management is a big enough subject to require a whole lesson, but I will discuss it briefly here. The mystery to me is that more men do not fit themselves to become managers. It is as easy to be a manager as a Salesman, provided you prepare for it and equip yourself for that work. But you must make some special preparation for it or you will fail.

¶ Approximately eighty-five per cent of the men of America are earning \$15.00 a week or less. Seven and one-half per cent are earning from \$1800.00 to \$3000.00 a year. The remaining seven and one-half per cent are getting between \$60.00 and \$150.00 a month, and from \$3000.00 up.

¶ It is clear that a man must be in the 15% class in order to qualify as manager. Here are some of the requisites for success in a manager. Open mindedness, knowledge of the business, approachableness, enthusiasm, ability, not only to do the work, but to teach others how it is done; kindness, courtesy, ambition, will power and the study habit, and

ability to organize. He must be able to think and lead and know how to handle people, and he must know human nature or he will have no chance of success.

¶ There is one quality he must not have and that is egotism. He must have self-confidence, but that is different from egotism. The manager who gets the big head is also going to get the bounce. Bigheadedness and egotism are the qualities that usually seem to get possession of many a young man as soon as he takes possession of a managerial position. The idea that a manager should assume a spirit of importance is one of the biggest mistakes in the world. Conceit is just about as attractive as a fog in January. When egotism comes in, common sense goes out. The idea is prevalent among some people that a manager must assume a spirit of importance; this idea is ruinous to future success. It is a farce and a delusion. The manager who attempts to hold himself aloof is weak, and he knows it. It is absolutely foolish for a manager to try to make his men believe how wise he is. It simply makes him a joke and the object of laughter. **Be a man among your men.** You lead your men because of your **superior knowledge and ability** which they do not possess. You do **not** have to try to assume wisdom. If you possess it you are given, not only credit, but the respect of your men. Make them look up to

you as a kindly older brother, instead of a slave driver who attempts to force his men. ¶I never had any trouble with men under me. I did everything in my power to arouse, enthuse and inspire them, and they have always been willing to work for me to the limit of their endurance. Of course, I am not speaking of low class lazy men, who are glad to shift their duties. I refer to men who are selling **brains** instead of muscle.

¶I am a believer in encouraging men when they deserve it. I always believe in giving a man credit for doing good work. Of course, I do not believe in indiscriminate praise. That will spoil some men and make them too important, but I like the spirit that prompts a man to compliment the barber when he gets a good shave, or that gives a word of appreciation to the bootblack when he gives you a good shine. This spirit that I indicate is humanitarian, it is in harmony with the highest development of the positive qualities. It is right in theory, and a dozen years experience managing men has proven to me that it is right in practice. It is profitable. It brings out the best there is in your men instead of killing their ambitions and initiative.

¶When you interfere with the development of a man's initiative you do one of two things, you either kill his initiative, which happens if he hasn't a very strong will, or you place

him in a position where his self-respect forces him to leave you. You must place responsibility upon your men and give them proper credit. If you attempt to take credit due your men they will resent it and leave you if they are ambitious men. Do not be selfish in dealing with your men. Be generous. It pays.

¶ There are two theories in vogue in regard to business management.

¶ (1) The aim of the manager, or of the concern, is to make all the profit possible, regardless of what the Salesmen make, or regardless of whether or not they make more than expenses. Such a management is not interested in its Salesforce. It is only interested in what profit it makes for the House.

¶ (2) The first idea of the management is to determine whether or not Salesmen can sell the goods at a reasonably good profit to themselves. This management realizes that in order to build up a profitable business the Salesforce must make reasonably good money or they will quit, and without a Salesforce success is impossible.

¶ I absolutely believe in the latter theory. The proposition must be such that the Salesforce can make money.

¶ Do not forget that net profit and not gross profit is the thing you want to strive for in business. You may make more net profit

by doing \$25,000.00 worth of business a year than you can by doing a \$100,000.00 worth. Never pay out a dollar in a business transaction unless you are convinced that in some way it will pay you a reasonable dividend on the investment. On the other hand, **don't be a "tightwad."** Help to boost the community you live in.

¶The problem of getting the greatest amount of **willing** service out of an employee is one of the greatest problems in business management. I am convinced that this can not be done on a salary basis. A man must have a greater incentive than a mere salary to bring out the best there is in him. A man may have a salary, but he must have a commission on top of it in order to develop his creative brain forces. When a man is getting a commission he feels that **he is in business for himself**. It is not a question then of earning his salary. It is a question of earning a day's salary after supper, if possible. It takes competition, strife, rivalry, the desire to beat ones own record or the record of someone else that calls out the latent power, the conquering spirit in an individual.

¶The National Cash Register Company, the greatest selling organization in the world, keeps its men at white heat using such methods. A manager can arouse and inspire men thru rivalry, and largely increase their business, but he will fail if he tries to use force.

¶ Many of the great retail stores of America, as well as many of the great railroads and other corporations, have adopted the plan of sharing profits in some way, either at the end of the month or year. The method is different but the result is the same. It gives the Salesman a personal interest. William Filene's store in Boston pays a salary and a commission to its clerks. In other words they pay a nominal salary and a certain commission on everything sold above a stipulated amount. Mr. Filene told me it was very satisfactory.

¶ We all know that a concern can afford to pay a certain amount in order to sell the goods. A salary must be based on this cost. The salary then should go up or down in accordance with the selling ability of the clerk or Salesman. If it costs 5% to sell goods at retail, salary adjusting is easy. A salary equal to 4% might be given and then a commission above a certain amount. I will make the prediction that the retail business of America will yet be organized on the basis of a salary and a commission. If this method is used there will be a revolution in the **interest** and **ambition** of the Salesforce. They will have something definite to work for. They will **prepare** and **stay** with their **employer**. This is highly important.

¶ "If you are a leader, an employer in any line, it is idle to expect that you can call out

of your employees, qualities which are vastly superior to those you possess yourself. The very idea of leadership is superiority, force of character, executive push, the ability to plan and put an undertaking thru to a finish."

¶ "You cannot do the biggest things in the world unless you can handle men, and you cannot handle men unless you are in sympathy with them."

¶ Before I finish the subject of business management I will give two quotations from Hugh Chalmers, the one in regard to the development of the brains of a manager, the other how to use the brains when developed. He says, "What makes the difference between one man and another? Nothing but brain power. That's all. One man has developed his brains further than another. If all men were created equal in brain power, they would not remain that way. You remember the parable of the talents? Some of us are so afraid that what we have will get away from us that we wrap it up in a napkin and keep it, and we have that talent always but we never add to it.

¶ "The man who handles other men will succeed just in proportion as he keeps his mind on the important things he has to do. I want to give you a suggestion as to what I have done for many years to keep my mind on the most important things. I keep before me at all times the ten most important

things, and I have them in a folder on my desk, and as the things are attended to they are marked off and my secretary keeps making a clean sheet of the ten most important things, because I only want to keep my mind on important things. Transfer to some one else the details, because we men who handle other men succeed just in proportion as we can intelligently direct their efforts. **The actual work we do ourselves doesn't amount to anything; it is what we can succeed in getting others to do that counts."**

**Being Business-like** Another phase of business building which is entitled to serious consideration may be entitled, "Being Business-Like." If we study human nature carefully we will learn that all men are more or less lazy, some more, others less. We will also learn that carelessness and laziness are twins. The first step is laziness. The second is carelessness, and it shows its slovenly hand in every department of business, but in no department does it show itself more than in the failure to **pay the bills when due.** There is nothing that can be more severely condemned than this practice. Scores of men do not expect to pay their bills when due. They put it off until compelled to pay. They seem to feel that they gain some advantage by keeping the other man's money as long as possible. Ban-

ish the thought that this is good business. It advertises a man and his business more adversely than almost anything else. It is a species of dishonesty to be deplored, and the worst of it is it is unconscious dishonesty. If a man cannot pay his bills when due he should always give his reasons in advance. A man's failure to pay debts when due, as a matter of practice, is a good index to his character. The man who is careless in this respect is careless and unbusinesslike in every other respect. If he is a clerk he is careless in his weighing, in his making change, in keeping the store clean, and keeping up stock.

**The Need of a Contract** If every man were absolutely honest; and if every man had an exact memory that would hold in mind the details of a transaction for any length of time, it would not be necessary to make a contract with a man when you engage his services for certain work, or for a certain length of time. But every man is not absolutely honest, and even if he were, differences would arise, as neither party to the transaction would remember the details of the agreement.

¶ In making a contract, beware of "jokers." As the average man is not a lawyer he should have his contract carefully examined by a reputable lawyer. Be sure you have everything in your contract you want in it. And

be sure you leave out nothing that should be in. Pay no attention to verbal agreements. About half the people in this country are foolish enough to depend upon some verbal agreement that is not incorporated in the contract. This is the height of foolishness. Do business as a bank does business. A bank is business-like. It is not a matter of suspicion that induces a man to want a note when he lends money. It would be unbusiness-like if he didn't. You must handle your transactions in such a way that you can force a collection if necessary.

**Business is One Thing, Friendship Quite Another** Every unbusiness-like deal you enter into may be all right from the standpoint of friendship, but not from the standpoint of business. Re-

member that friendship is one thing, business is quite another. It is all right to hand a friend \$100.00 without a note, if you can afford to lose the \$100.00. It is all right to sign a note or a surety for a friend providing you can well afford to lose the money. Never do it unless you can. It is unbusiness-like.

¶ Too many men seem to censure a business concern for refusing to take chances in sending goods to men who have nothing to recommend them but a good reputation. A man may have the best kind of a reputation. He may be a Christian gentleman and mean well,

but still have poor judgment or be a poor business man in some other way. He may be willing to pay, but unable. John D. Rockefeller says when a man is engaged in a hazardous enterprise he must make big profits in order to cover his possible losses. But when a man is not engaged in a hazardous enterprise, when he knows what his goods cost and what his expenses are, and what profit he desires, he can sell at a less margin of profit because he **knows** just what he is doing. He is not **guessing**. This principle is applicable to any line of business.

¶ When a man is doing business on a close margin he knows just what his goods cost him. He knows what his expenses are and he knows just what his profits must be. He marks his goods in such a way as to make this profit. If he then sells them for less than they are marked, he is not exercising Salesmanship. He is selling goods at a sacrifice and a sacrifice sale is not Salesmanship. It is either advertising, philanthropy or foolishness. It must come under one of these heads.

¶ When a man goes into business and owns his own building he must, in figuring his expense, charge the rent he would have to pay, as part of his expense. If an article costs a dollar and the expense is fifteen cents on the dollar he must charge \$1.15 before a cent of profit is made. If he desires to make fifteen

per cent net profit he must therefore sell the article at \$1,30. that cost him \$1.00. This point is extremely important. I have known a business man who owned his own building to forget to charge rent against his expense, and then wonder why he did not make money. I knew a wholesale furniture concern to fail. When a systems expert looked into the matter he found that the concern had overlooked charging for the raw material. Every item of expense must be considered and charged in its proper place.

¶ Never lose track of the idea that **a sale must be made at a profit or else it is not a sale. It is a sacrifice.**

¶ I was working hard to close a \$380.00 sale to a merchant once when he said he would not give me a cent more than \$360.00. He said I could take it or leave it. I walked around his store thinking, and happened to notice a little clipping on the showcase. It was written by Henry Ward Beecher and read as follows:—"The man who attempts to beat another man down below what is a fair profit, is just as much a burglar as the man who breaks into a store and steals the goods." I called the merchant over to me and read it to him. He smiled but the smile was sickly. I said, "Say, old man, I rather guess it is your time to treat. You have this up here to keep the public from asking you to do what you know you cannot afford to do, and here

you are trying to burglarize me.” He signed the contract and was very nice about it.

¶ Every principle I have so far laid down in this lesson should be mastered by every Salesman who reads it. Every Salesman who reads this lesson is ambitious. If he is not, it is because he has “put one over” on us in enrolling him, because we do not care to enroll any man who is not ambitious. Inasmuch as you are ambitious, you, of course, expect to become a manager some day and many of you before very long. Study these principles and get ready to apply them. To those of you who are already managers and proprietors, I do not need to give advice as to how to study them.

¶ It is really **necessary** to emphasize certain points or some students will pass them by with little thought, and therefore without realizing what they mean. Some ideas do not have any more effect upon some people than an ice cream soda. I have seen the harrow rattle over the frozen ground and hardly dent it, and again dig in when the ground was ready for it. I have seen an idea pass over a callous brain and scarcely dent it. I have seen the same idea sink into and grip a fertile brain because that brain was in condition to receive it.

**Salesmen divided into Six Classes** The principles of Salesmanship are applicable to the work done by every man, I care not what his vocation or profession may be. But when we classify Salesmanship we find there are six great divisions or classes as follows:--Clerks, Traveling Salesmen, Specialty Salesmen, insurance men, advertisers and business promoters.

¶ These six divisions facilitate matters. Under the heading of **clerk** I include the retail establishment, which is the composite Salesman with its clerks, managers and proprietor.

¶ As we begin with the clerk at the bottom of the great pyramid of business, we are obliged to say that his evolution or advancement toward the top depends, not upon chance, but upon his knowledge of the fundamental and constructive principles of Salesmanship. The Freshman in college doesn't expect to study Latin and Geometry every year. He expects to begin an advanced course of study each year. In this way he prepares himself for a larger responsibility.

¶ The position of clerk should be to a man what the Freshman year in college is to the student. It should be the ground floor and he should stay on that ground floor until he has mastered it and learned everything it is possible to learn about the next floor. The only man who gets and holds an advanced position is the man who has studied it in ad-

**vance.** The reason more clerks do not reach the top of the great business structure is because they either want to go by the elevator route, or they do not desire to go at all, or else they are not willing to pay the price in hard work and earnest endeavor which the business demands of all men who reach the top. A good many clerks remind me of a lot of flies in a bottle. They are in and do not know how to get out, and seem to be helpless.

**They do not exercise Initiative**—Thousands of men stay on the lower rounds of the ladder all their lives simply because they do not attempt to go higher. “What men want is not talent—they have that—but purpose; not the power to achieve, but the will to labor.” That is it, isn’t it? They must have desire, faith, confidence. They must put forth effort and take the initiative. They have got to **will** and they have got to **work**, not by haphazard methods, but according to scientific success principles. The clerk who works according to these principles will not long remain a clerk, because he has dared to attempt greater things. Remember that Marshall Field, Montgomery Ward, John Wanamaker, Lyman J. Gage and Levi P. Morton were all clerks. They succeeded in spite of the fact that they had very little definite instruction.

¶ The traveling Salesman or drummer comes next. He makes a much larger salary than the clerk. His business is to sell to retailers. We may consider him the next step in the ladder.

¶ The specialty Salesman, like the drummer, creates business. He sells goods direct to the consumer after first creating a demand for them, while the clerk simply sells goods to people who already want them and come after them. Of course, if he is a good Salesman **he makes** a good many sales to people by tactfully calling their attention to goods which they will buy after seeing them. There is one difference here. The specialty Salesman may sell all the goods he can to an individual. He may even sell more than the customer needs or wants. But since his customer is not a regular but a transitory customer, he will lose nothing by it, as he may not expect to do business with him again for sometime, or possibly never.

¶ While it is possible to thus over sell, no honest man will do it. The high grade specialty Salesman usually has a large income, often from \$5000.00 to \$20,000.00 a year.

¶ The clerk on the other hand must be careful about overloading his customers for they might not like it when they come to think it over; and might decide, for that reason, to trade at another store in the future.

¶ I know merchants who actually have thou-

sands of dollars worth of goods in the basement; they have been so good natured that they permit zealous drummers to overload them, simply because they did not like to say **no** and stay by it; although their judgment dictated that it was the wise thing to do. A traveling man who knows his business will never overload a merchant, and on the other hand a merchant who knows **his** business will never permit himself to be overloaded, or overstocked.

¶ The insurance man belongs in a class entirely by himself. He does not sell goods directly, as does the typewriter or adding machine Salesman. He sells a distinct quality of goods which in reality are not tangible. **He sells protection.** On the whole it requires a heavier grade man to successfully sell insurance than to sell a low priced specialty. It takes more ability and more skill and power to induce a man to pay out \$50.00 or \$100.00, than to pay out \$4.00 or \$5.00.

¶ As the insurance man belongs in a class entirely by himself, so does the advertising man. Advertising is simply the literary side of Salesmanship, only the Ad writer must know his business better than some Salesmen do theirs, in order to get business. A Salesman may make a lot of blunders but still make the sale, due to the power of his personality. On the other hand the advertising man must know, not only how to put the argument

for argument it is, into forceful and attractive language, but he must also know how to translate his personality onto the printed page. The ad writer who is not able to do this is bound to fail.

¶ An advertising man must know Salesmanship as well as advertising, as Salesmanship is the basis of all advertising. An advertisement is simply written Salesmanship. It is as impossible for an advertising man to succeed who does not know Salesmanship as it is for a farmer to grow corn without planting it. I would advise every man who expects to be an advertising man, not only to study Salesmanship, but to get a position as a Salesman in order to gain selling experience.

¶ The clerk behind the counter does not make money. He only makes a living. It is the man on the road who makes the big money, not so often the man who sells groceries or spices, but the man who sells advertising space, specialties, real estate or insurance. Not a month goes by but I am asked if I can furnish a man who is capable of earning from \$2000.00 to \$5000.00 a year. There never was as great an opportunity for big men as there is to-day.

**Promoting**            The top step on the ladder of Salesmanship is held by the promoter. He represents the highest type of Salesmanship. Promoting really consists in

bringing together and organizing corporations. The promoter finds a mechanic who has worked out a good invention and he organizes a company to promote the device. The promoter may organize a street car or interurban system, steamship or railroad system. In fact, it was the promoter who organized and consolidated the beef trust, the Standard oil trust, the steel trust and every other trust or organization under the sun.

¶The great national problem to-day is not only the problem of Salesmanship, but the problem of training men from the standpoint of the manager. The manager who has made a careful study of Salesmanship is equipped to train his men when the manager who hasn't made such a study is at a disadvantage.

¶A famous law maxim says, "He knoweth not the law who knoweth not the reason thereof." I am going to paraphrase this and say, "He knoweth not business and Salesmanship, who knoweth not the reason thereof." The time is at hand when the Salesman who seeks great success must study the Science of Business and the Science of Salesmanship, with the same care that a prospective lawyer or doctor studies law or medicine.

¶In Lessons IV and V the Mental Law of Sale is discussed exhaustively. The methods for influencing the mind are clearly given, and the reasons for taking every step. The wrong

methods are given and you are shown the reasons why they are wrong.

¶ Let us remember that science is organized knowledge, not only the organized knowledge of the great world of commerce but the organized knowledge of your own humdrum business, no matter what it is. Remember also that "Where knowledge becomes organized and thinking is carried forward on distinct and sharp lines, the impressions in the mind are so well defined as to persist thru the years that follow."

¶ A great thinker has said, "The greatest of all industries is the making of men, to strengthen, ennoble, and render mighty the race of human intelligence. The rational mode of procedure must depend upon a knowledge of the faculties of the mind and the most effective condition for their employment." To do this we must study and think. Theodore Roosevelt said in one of his foreign lectures, "Now I am fifty years old, and if I had stopped learning, if I felt now that I had stopped learning, had stopped trying to better myself, I feel that my usefulness to the community would be pretty nearly at an end."

¶ We see it is absolutely necessary to study and keep up with the times as well as down to earth. You cannot afford to worship your ideas and methods because they are good. The fact that they were good yesterday, and are good to-day does not mean that

they will be practical and most successful one year from now. Business conditions and business methods have undergone a great change in the last ten years. Conditions in this country are changing so rapidly that business methods will be revolutionized during the next ten years. Only those who have sufficient courage and foresight will be successful. The others will fall by the wayside. Some of the greatest selling organizations of the country have almost entirely changed their methods during the last five years. They have been successful because they changed in order to meet changing conditions. Others clung tenaciously to the old methods, believing they could be applied to the new conditions. They failed before they realized what was wrong.

¶ Man is the foundation of all business success. If he is built right and works right he is bound to be successful.

¶ I am going to finish this lesson by so analyzing man that you can readily tell how to analyze yourself, eliminate your weaknesses and develop your strong points.

¶ One of our great thinkers has given us this analysis. He says, "**By means of the intellect we know, by means of the sensibilities we feel, and by means of the will we choose; and in their co-operative action there is the movement and experience of man's mental life.**" One of the objects of this course is (1) the de-

velopment of a keen analytical intellect as a result of a study of knowledge that is organized, tested, practical and successful. (2) The ability to appeal to people and persuade them thru an analytical knowledge of the emotions or sensibilities. (3) The ability to choose and decide and induce other people to do the same at our suggestion, as a result of a developed will that makes a man a commanding leader in the affairs of life.

¶ These three are the great mental trinity. As a result of their proper development and use, man can transform himself from a weakling into a brilliant, capable leader. Dare to let this thought grip your life. Use it as a leverage to place yourself in the position which you know in your own heart you are capable of filling. Remember, **“No being can be great without making himself great.** He is therefore, forced to depend upon his own resources so that there may be a continuous development of his powers.”

¶ In order that I may help you to get a clearer idea of the three great mental factors, the intellect, the sensibilities, and the will, I have prepared the following chart for you. It shows the proportionate development of the three great mental factors in the various types of people. It is understood that will means both choice and action, as it requires will to choose, decide and act.

# Summary of Three Great Mental Factors.

Intellect, Sensibilities and Will, as found in Different Individuals. Choice and Action are a part of Will.

Types	THOUGHT	EMOTION	WILL					
I				Small decision and action.				
II				Aggressive and impulsive but with poor judgment and poor sense.				
III				The Theorist, who thinks much, has slight emotion and does little—small action.				
IV				Influenced by environment. Goes with the crowd.				
V				The men who succeed, right or wrong.				
VI	Positive	Negative	Positive	Negative	Positive	Negative		The man who is almost as much negative as positive—a failure.
VII				The equally Developed Man, who succeeds according to the Golden Rule.				
	Intellect and Thought		Feelings and Emotion		Choice and Action			

¶ Analyze yourself in accordance with this chart and determine which of the seven types you belong to. Determine which type you will **strive** to belong to. Determine which brain force now dominates you, and where you are deficient. When you find out where you are weak, do everything in your power to overcome it.

¶ From the mental types indicated you realize that a man may have a splendid intellect but still be a failure because he hasn't developed leadership. He does not take the initiative because his will is not developed. Every man who has ever spent four years in a college or university will tell you about some of the brightest students in school, young men who were brilliant students of Latin, Greek or Mathematics, young men whom the student body thought had great careers ahead of them, but who later on were found raising a few chickens, doing carpenter work or something similar. And Why? Simply because they had only developed their intellect. They had done nothing toward developing their will. A man without a will is about as helpless as a ship without a rudder.

¶ One more illustration. You occasionally hear a scholarly sermon from a preacher who does very well in the pulpit, but who is a failure as a leader and an organizer. He too has failed to develop his will. Again you hear a poor sermon from a preacher who is a

splendid leader and organizer. His will is developed but his intellect is neglected. The ideal man like the ideal preacher is the man whose intellect, emotions and will are developed equally; the man who can both think and act. He is a thinker of thoughts and a doer of deeds.

## ANALYSIS OF TYPES.

**1. Thought and Emotion Developed but Weak Willed** Weak in decision and action, and without definite purpose. Such a man may be bright, intelligent and capable except that he is lacking in initiative, lacking in constructiveness and perseverance. He does not seem to possess the mental energy to decide and act promptly. He lacks nerve. He is apparently either too much afraid or too lazy to try.

**2. Thinks little but has Strong Emotion and Action.** The loud-mouthed man who is lacking in judgment and common sense. You will find such a man on a dray wagon, on the streets, in railroad and lumber camps, etc. He is likely to work hard at times but is stormy, impulsive, likes to act the bully but does not study, think or use good judgment. He is conceited but not wise.

**3. The Thinker who has Little Feeling and Will** The thinker, philosopher, theorist, talker and perpetual motion man who has a fantastic remedy for everything, but who is lacking in feeling but not aggressive enough to either decide or act.

**4. Has Excess of Feeling but Thinks Little and is Weak Willed** The sentimentalist swayed by his emotional nature. Lacks concentration and ability to think logically. Is slow to decide or act, and because of untrained judgment is as likely to make an unwise decision as a wise one. Drifts with his environment. Such people are effeminate, changeable and capricious. They lack the power to think and act. They are harmless, purposeless people who depend upon luck and whine because of their bad luck. They lack the ability to recognize an opportunity, and the courage to act if it was pointed out to them. Such men lack thought, originality, concentration, purpose and perseverance. They look for something to turn up instead of turning it up.

**5. Thought**      The man of intellectual equip-  
**Power and Will**    ment and strong will, the man  
**Power Large,**      of keen analysis, good judg-  
**Emotion and**      ment, concentration, ambi-  
**Conscience**      tion, determination, and un-  
**Small**              limited will power. The man  
who cares little for conscience,  
whose ideal is the dollar and who proposes  
to get it by fair means if he can, but some  
other way if he must. The man who thinks  
business is war, and that all is fair in war.  
The man of the cold intellectual type of  
Caesar and Napoleon and some of our modern  
Captains of Industry.

**6. Where**              This is simply an illustration  
**Negative and**        of the negative qualities to be  
**Positive Qual-**        found in the other six types.  
**ities Nearly**        A man's intellect, sensibilities  
**Equalize each**      and will are strong simply  
**Other**                in proportion to the develop-  
ment, separately or unitedly  
of their positive forces, and the elimination of  
their negative qualities. The object of this  
chart and analysis is to give you a better  
foundation for your study of man building,  
and a clearer understanding of personality  
development thru the development of the  
positive qualities and the elimination of  
the negative, as found in Lesson II.

7. **The Man of Symmetrical Development** The all-round, normally developed man. The man of intellect, the man of heart and conscience, and the man of will. The man who wins success in accordance with honesty and not in spite of dishonesty. The man who is the brains and conscience of this country. The man, who like Marshall Field, built up a reputation for absolute reliability and honesty rather than the man who disgusts trade and drives it away by marking \$1.00 shirts up to \$1.50 and then marking them down to ninety-five cents. Honesty of the Marshall Field kind made Field the greatest merchant in the world. Dishonesty of the other kind, while sometimes temporarily profitable, usually drives a man, either out of business entirely, or else into the junk dealing class.

¶ The law of mental growth is the same as the law of physical growth. It is this, "Correct exercise of any organ develops that organ."

¶ This lesson could be continued indefinitely, but enough has been said to show you that to be successful a man must build himself and his business upon the foundation shown in type seven. In building a business we consider the profit we make to-day as incidental to the profit we expect to make. **It is one thing to get business, but it is quite another thing to hold it.** If we are ambitious to get all the profit we can out of to-day's trans-

action, regardless of the effect upon the future we cannot call ourselves business builders, but business killers. **Business building is based upon the law of mutual benefit, good service and satisfaction.** Business Killing aims to “do the other fellow” as soon as possible and as long as he will stand for it. It registers its own doom.

¶ Salesmanship is a mental battle between the man who wishes to sell and the man who isn't sure he wants to buy. When a Salesman and a prospect come together the one with the best and strongest arguments usually wins. A Salesman always meets an argument and a lot of objections in opposition to his own. A strong Salesman always batters down these objections and overcomes the arguments. The weak Salesman listens to them and forgets his own. Instead of influencing his prospect he permits his prospect to influence him. When two men come together to consider a proposition the best man usually wins. **Be that best man.**

¶ These lessons are prepared for men engaged in a great many different lines of business. That is the reason the illustrations are drawn from so many different kinds of business.

¶ In the next two lessons we will discuss the **Mental Law of Sale**, which is the heart and center of Scientific Salesmanship.

## TEST QUESTIONS.

1. What are the four great factors in Salesmanship?

2. What in your opinion, is the business man's greatest problem?

3. Do you think a manager should place responsibility upon his men and give them full credit for what they do?

4. What is your opinion in regard to overselling a customer?

5. You have analyzed and classified yourself in accordance with the seven different types given. Where do you consider yourself weak?

Write your name and address clearly on the top of each page. Write on one side only.

## LESSON IV.

### THE MENTAL LAW OF SALE.

**Why Mental Science is behind Physical Science** I am going to make the statement, and I do not expect to have it disproven, that Material or Physical Science is at least fifty years ahead of Mental Science, which includes Business Science.

¶By the knowledge and use of physics and chemistry, mineral ore is made to give up the last particle of value. As a result of the same knowledge every particle of the steer and hog are utilized. As a result of the knowledge of the science of mechanics, machines have been invented which have doubled and quadrupled production. As a result of this same knowledge, machines, like the cash register and the adding machine have been devised which have revolutionized modern systems and modern business organizations.

**Lack of Individual Efficiency** But during all this time the efficiency of the individual worker back of the machine has not been increased.

¶Go into any first-class store and you will find an up-to-date National Cash Register standing in front of the counter. The tools

to make this machine cost \$600,000.00. It cost nearly half a million more to invent and perfect it. Here is a machine that has cost a million dollars, and look what it does! It gives the merchant a complete system, an absolute record of his day's business. It gives a total record of cash sales, credit sales, money received on account and money paid out, for the day. It even gives an itemized record of each transaction for the day and who is responsible for it. It has been called "A human brain in a steel box".

**Machine more perfect than Man** Here is this machine in front of the counter that has cost a million dollars and simply **records** the sales, but how about the man **behind** the counter who **makes** the sales? Practically nothing has been spent on him in special training in order to make him as efficient in **getting** the business as the machine is in **recording** it. Don't you see the inequality and business absurdity in the comparison? Will copper and steel alone do the work of the cash register? No, certainly not unless they are first mixed with the million dollars' worth of brains. At first they are only the raw material. Will raw brains do the work of a first-class Salesman or business man? Why, it is unreasonable to expect it until this raw grey matter is first mixed with the right kind of education.

¶ Steel rails are worth in the neighborhood of \$22.00 a ton. This same steel, when put through the proper processes of refining is worth \$22,000 a ton, or a thousand times more as steel for watch springs.

**Man can In-** The average man apparently  
**crease his Effi-** does not realize that he too  
**ciency** can increase his value sim-  
ilarly by proper processes of  
refining. But it can be done. A man can  
either remain in the steel rail class and be  
good only for things to run on, or he can get  
into the watch spring class and run the whole  
works. I wish I might in some way so im-  
press this statement that you—**just you**—  
who read it now could and would take this  
home to yourself and realize that it means  
you. That **you** can do it if you will. 

¶ This is rather a long introduction but I will begin now to make the application. I will show you why the mental world is so far behind the mechanical world. “Mechanics is the science of the actions and functions of machinery.” “The science of mind action and function is psychology.” Machinery is something practical, tangible, something that for generations men have been able to see and feel and handle with the hands. Therefore the rapid advance. The mind has been something intangible and unseen, and there-

fore unknown, and by the majority, supposedly unknowable.

**Man has been Ignorant of Self**      The reason man has failed to advance mentally is because he has failed to understand himself and his fellows.

He has failed to understand the laws governing his mind. He has failed to understand human nature, the feelings, habits, instincts and thought processes of himself and his fellows.

¶Of course, we have had psychologists but they have been mostly theoretical fellows and for that reason they have been unable to show the average man how to connect their theoretical principles to his practical job. In other words, the psychologists have been in large part so far up in the air that it has been almost impossible for the average man to see any relationship between their theory and his practice, and there is a good reason for that too—a reason which neither class has apparently understood.

**Average Business Man has little School Education**      I am safe in saying that fully 90% of the business men of this country have received little better than a grammar school education.

For that reason they have difficulty in learning the principles that underlie business, and

how to apply a principle to different transactions. Right here is a good principle. I did not discover it as a Salesman. Neither did I discover it as a Salesmanager and Sales-instructor. I did not discover it until I had personally taught several classes of Salesmen. These classes were composed of the various kinds of Salesmen, retail men, insurance men, specialty Salesmen, traveling men and solicitors of various kinds. In teaching these men I found when I stated a principle, a great many of them could not see the value of it unless I applied it to **their** particular line of selling. For instance, when I applied the Mental Law of Sale to the sale of books, insurance or cash registers, all of which lines I am personally familiar with, the men representing those lines would immediately appreciate the underlying principles because they saw their practical application, but the retail man, the clerk behind the counter, would come right back at me like this, "Your theory is all right for men engaged in that line of Salesmanship, but selling goods over the counter is different and it doesn't apply to me." He could not make the application, and why? Simply because he had not learned that his little every-day business is a part of the commerce of the world and that underlying this great business fabric are certain fundamental scien-

tific principles that are applicable to the Sale of all kinds of goods.

**Why Principles are not Understood** I learned again when I applied the principles to the sale of merchandise over the counter, the clerk immediately appreciated the principles and understood their application because he saw how it was done. But just as sure as I made the application to the retail business, some other Salesman selling a different line of goods, would speak up and say, "Yes, that is very well for the clerk behind the counter, but it doesn't apply to me. I handle a different line, you know." What was wrong? He simply could not figure out for himself how the underlying principles applied to his business. After I made the application it was clear. The average man cannot make the application unless it is made very clear to him and this is due to the fact that he doesn't understand the application of the underlying principles. This is the reason psychology is not well understood.

**The Mental Law of Sale** With this preliminary explanation I propose to discuss the Mental Law of Sale, the mental processes thru which the mind must be taken while the sale is being made, and make the application so clear from many

points of view that anybody can understand it, and make the application to every kind of business and every transaction in life.

¶In order that I may throw a little more light on this subject, right at the beginning, I am going to quote from two great specialists. The one is Prof. Walter Dill Scott, head of the Department of Psychology of Northwestern University. The other, Hugh Chalmers, President of the Chalmers-Detroit Automobile Company. Prof. Scott has made a deep study of business and has written more and better on the subject of business psychology than any other psychologist. Hugh Chalmers, on the other hand, is one of the most brilliant young Salesmen, general managers and business generals of this generation. Their opinions are valuable.

**Man Neglected** Prof. Scott says: "Man is  
**Factor in Busi-** the one neglected factor in  
**ness** business, and the most im-  
portant. Men who know  
how to get maximum results out of machines  
are common. The power to get the maximum  
of work out of subordinates or out of yourself  
is a much rarer possession. Of the elements  
involved in production or distribution, the  
human factor is to-day the most serious prob-  
lem confronting the business man. The in-  
dividual remains to be studied, trained and  
developed—to be brought up to the standard

of maximum results already reached by material and processes. The development of the efficiency of the individual worker has remained stationary. The reason lies in man's lack of real knowledge of his fellows—knowledge of their feelings and mind workings, habits and instincts.”

**Easier to Make Things than to Sell Them** Hugh Chalmers says: “I have been in the manufacturing business nearly all my life and I have found that it is much easier to make things than it is to sell them. It took me sometime to figure that out. It finally dawned upon me that the difference is caused through the fact that in one case you deal mostly with machinery and metals while in the other you deal entirely with the mind. Machinery is a fixed quantity. You know exactly what a machine can do and exactly what it will do under given conditions. It is very often automatic and requires little attention from any-one. It is nearly always the same. It never changes its mind. It is seldom influenced by outside conditions. When you get on the other side and try to deal with humanity you face very different problems. Humanity thinks. It has feelings. It has sensations, decisions, prejudices. It changes its mind. It is influenced by environment and the conditions surrounding it.”

¶ Do you realize how similar the two opinions are? The one from a professor, the other the president of a great manufacturing concern.

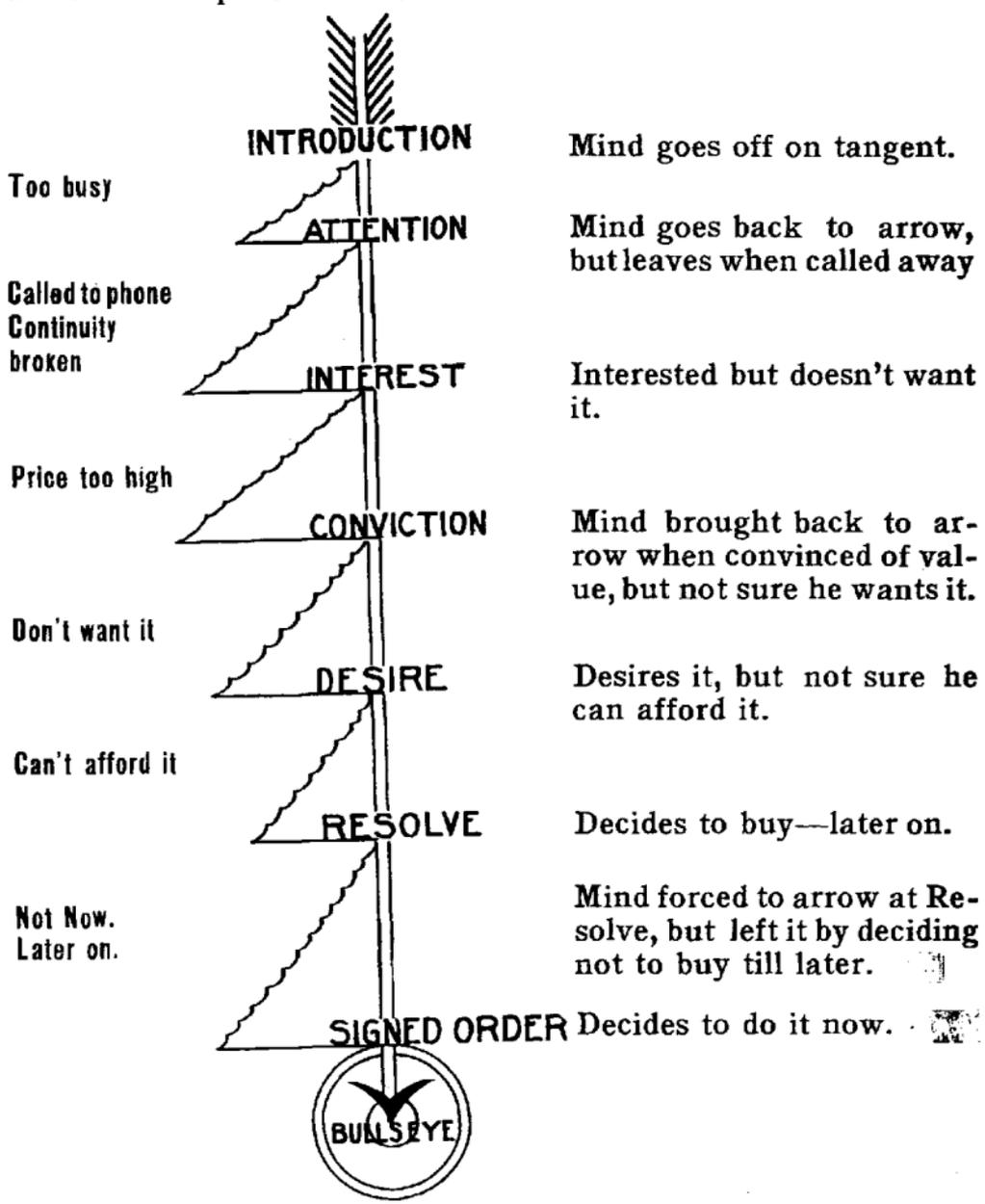
¶ If you haven't already studied the chart on page 12 outlining the Mental Law of Sale, please turn to it now and study it carefully and you will get an eye picture of the Mental Law of Sale.

**A Sale takes place in the Mind**      I believe with Hugh Chalmers that "A sale does not take place in a man's pocket, or in his pocket-book, or his check-book, but it first takes place in his mind. In order to make a sale you must convince a man's mind. When you approach him he feels that he does not want your goods. You feel that he should have them and would buy them if he knew as much about them as you do. In order to sell him you must change his mind and bring it around to agree with yours. When we once put Salesmanship on this broad plane of convincing the other man's mind, it doesn't make any difference whether we are trying to sell a house and lot or a paper of pins."

**The Mental Processes**      I will now enumerate the mental processes through which the mind goes while the sale is being made. These processes are

## SALESMAN AND CUSTOMER.

The crooked lines on the left indicate where the prospective buyer's mind left the Arrow as result of objections. The straight lines back to arrow indicate power of Salesman.



so important that if one of them is skipped the result will very likely be failure.

¶The first step in making the sale is the introduction or approach, the next is getting the attention, then arousing interest, producing conviction, creating desire, creating resolve to buy, and last and most important, closing the order.

¶There are several processes here enumerated and some of them blend very closely into the others, but I consider them all essential in order to make this law as clear as crystal to every Salesman who studies it. It can be abridged as follows: Attention, interest, conviction, close, but in so doing it omits the introduction and the desire to purchase. It just gives one kind of conviction and there are really two. The man is first convinced that the proposition is a good one. He becomes satisfied of this, then he desires it. He next resolves to get it, which means that he is convinced he ought to get it.

**The Introduction** We will first consider the introduction and what may be called the approach. The two individuals meet. The Salesman greets his prospective customer and sometimes shakes hands with him, but not always. I want you to think of this Salesman as the party of the first part. His sole object is to convince and persuade the party of the

second part to think as he thinks, feel as he feels, and act as he would like to have him act. But how? Here is where the laws governing the mind must be considered. If they are not considered, either consciously or unconsciously, or if only part of them are broken, the interview is likely to result in failure.

¶ When the party of the second part is met he is curious. He is anxious to know what his visitor wants. If the Salesman sells pianos, and says: "My name is Jones, and I want to show you a piano, or I want to know if you don't want to buy a piano," his prospect will very likely say, "No, I do not," and walk away, simply because the Salesman has failed to approach him in the right way, and has therefore broken one of the first laws leading to the successful culmination of the transaction. He has failed to address his prospect favorably. He has antagonized him just a little, by failure to get over on his side of the fence and address him from his point of view.

¶ Let us suppose that he addressed him like this, "Mr. Brown, my name is Jones, I represent the Blank Piano Company and I was referred to you by Mr. So and So who said you were in the market for a piano. The object of my visit is to show you that the Blank Piano will give you better service for the money than any piano made."

**Appeal to Customer from His Point of View** Don't you see that in this case the Salesman immediately talks to his customer from the standpoint of his customer's **interests and needs**, and not from the standpoint of **his** desire to sell? It is one thing, therefore, to meet a man and greet him, but to get his attention away from you and directed favorably toward your goods is a different thing. Getting the attention, therefore, I consider the second step. But what do we really mean by attention? It is "The application of the mind to any object", "Earnest consideration", "Consciousness voluntarily applied to some determinate object", it is "Consciousness concentrated".

¶ Suppose we see how to gain the attention in selling goods at retail. I heard a clerk say to a customer one day, "You wouldn't want any oranges, would you?" Of course the customer said, "No." Didn't the clerk tell him he did not want any by giving him a negative suggestion?

¶ Here is the way one of our students attracted the attention and made the sale of a dozen oranges. Note the contrast. "We have just received a carload of large, juicy, sweet oranges direct from Florida. They are only forty cents a dozen and I believe you would like them." While saying this he picked up

an orange and handed it to his prospective customer.

**A Negative and Positive Comparison** Here is another comparison. The one is negative, the other positive. The one is contrary to the Mental Law of Sale, the other is in harmony with it. The negative is doomed to fail. The positive leads in the direction of success. The following is the negative.

¶ A traveling man walked into a store and said he represented So and So handling a certain line of goods, and said to the merchant, "Are you in need of anything in my line?" The merchant said, "No." "Well", he said, "I have a very good price." The merchant said he wasn't interested so the traveling man said he would call again. The positive comparison follows:

¶ There was a circus in town and the small boy rushed up to his father and said, "Papa, give me a quarter. I want to go to the circus." The father said, "Go away and don't bother me." "But", said the boy, "the parade is coming right down main street now, elephants, lions, tigers, and everything, and I've just got to go." The father said, "Here, take the quarter and go on." The average boy uses better Salesmanship on his father when a circus comes to town, than does many a Salesman in selling goods.

¶ We will now go back to our diagram. You will remember that both mens' minds are together at the introduction and the Salesman aims to hold his prospect's mind on the arrow until the arrow hits the bull's eye,—which is the prospective buyer's will,—and clinches the order. But he cannot always do it. For instance, just after the Salesman commenced to discuss his proposition the proprietor was called to the phone, or to wait on a customer, thereby taking his mind off on a different angle. When he was through, the continuity of the Salesman's talk having been broken, the proprietor would likely say, "No, I don't care anything about it." The Salesman would have to commence a new line of vigorous talk in order to get his prospect's mind back to the arrow.

**How Interest is Aroused** The next step is to carry his prospect's mind from attention to interest. In other words, attention sustained ripens into interest, and what is interest? It is "Excitement of feeling, whether pleasant or painful, accompanying special attention to some object; to arouse; to excite to action; to excite emotion or passion in behalf of a person or thing. Interest expresses mental excitement of various kinds and degrees. It may be intellectual or sympathetic and emotional, or merely personal". But notice, interest

means to **excite to action**. I want you to notice something very carefully right at this point. You must interest an individual either in **what** you are saying or in **how** you say it, —your **method** of expressing it. You must do this in order to keep his attention. **Concentrate** on what you are saying. It takes will power to do it, as attention is the center of the will.

¶ Interest sustained soon ripens into conviction that the article under consideration is a good thing. After a man is convinced that it is a good thing for him, then the next and inevitable step is for him to desire it. A good many Salesmen try to jump from interest to desire without ever convincing the man. That is a fatal mistake as conviction, as to the value, or personal advantage of the article, must mentally precede desire. But before I go into this further, I want to go back and make the subject of interest plainer to you. I can do this by illustration better than any other way.

¶ A great many Salesmen have a fatal weakness in their selling talk right at this point and I want to point it out so clearly that every reader, no matter whether a Salesman or not, will fully appreciate it. This fatal mistake consists in thinking that because an individual is interested in a proposition he desires it, and for that reason it is unnecessary to either produce conviction or create desire.

I will show you the difference between interest and desire. I have gazed upon a pure white thoroughbred Arabian horse and I was deeply interested, but had no thought of desiring the horse. I have stood before Niagara Falls for hours and gazed upon nature's marvelous work. I have stood there because I was interested—not because I had any idea of desiring the Falls. I have stood on the top of Pike's Peak and viewed the surrounding country with a great deal of interest, but there was no semblance of desire mingled with my interest. Don't think for a minute that because you show your goods to an individual and he is interested in them and greatly admires them, that he is going to buy them without first being convinced that they are worth the money, or to his advantage. Conviction and desire are the result of an appeal to entirely different mental emotions than the appeal to mere human interest. The whole world can be and is interested through curiosity,—mere curiosity. Please remember that and try it, but do not jump to the conclusion that because they are curious they are necessarily going to buy.

¶The steps in the Mental Law of Sale are so closely connected that the mind goes through the processes sometimes with almost electrical rapidity, but it consciously or unconsciously takes the steps just the same. For instance:

one of our students, who was a grocery clerk, sold a customer all he wanted and when he was going out the Salesman called his attention to a basket of beautiful ripe peaches. He interested the man by taking a peach out of the basket and telling him how beautiful it was. It was sunkissed on one side and an autumn brown on the other. He held it up in his hand for the man to look at. Then he broke the peel. As soon as the customer saw the juice his mouth watered and he desired it. He was convinced that it was good, and good for him. At this instant the clerk said, "Take a bite of it." One bite was enough to whet his appetite and make him resolve to satisfy it. The whole peach might have satisfied his appetite. He asked the price of the basket, paid his money and took the peaches. You can easily trace every step in the Mental Law of Sale in this simple sale of a basket of peaches.

**How Con-** I come now to the subject  
**viction is** of conviction, and conviction  
**Brought About** is the **heart** and **center** of  
the Mental Law of Sale. If  
you fail here you fail entirely,—at least for  
the time being. This same thing can be said  
about the approach. If you can not induce  
your prospect to listen, you have no opportunity to sell him. You are beginning to realize the importance of each step or process in the Law of Sale.

¶ Conviction comes next. Well, what do we mean by conviction, and how do we bring it about? I have asked two very hard questions and I will try to answer them satisfactorily.

¶ “Conviction is the result of the operation of the understanding; persuasion of the will; conviction is a necessity of the mind, persuasion an acquiescence of the inclination. Persuasion often induces men to act in opposition to their conviction of duty.”

¶ Blackstone, the legal authority, says, “Conviction may accrue two ways, either by the act of convincing of error, or compelling the admission of a truth; confutation.”

¶ “To convince is an act of the understanding; to persuade, of the will or feelings.” Therefore, a man must know how to manipulate the understanding in order to produce conviction. “The one is effected by argument; the other by motives. There are cases, however, in which persuasion may seem to be used in reference only to the assent of the understanding, as when we say, ‘I am persuaded that it is so and so’; ‘I cannot persuade myself of the fact’. But in such instances there is usually or always a degree of awakened feeling which has had its share in producing its assent of the understanding.” The foregoing may seem a little technical to some so I will try to make it clearer.

**Two Methods of Producing Conviction** There are just two methods by means of which we can induce a man to act, and action is what we are after in Salesmanship. The one is to convince his understanding and his judgment and thereby get the consent of his will to act; the other is through persuading his emotions and inducing his feelings to control his will and therefore his actions.

**The Effect of Judgment on Success** I want you to pay particular attention to that word **judgment**. Don't you know that judgment is one of the greatest causes of success or failure in life? I knew a man to refuse a position that would have paid him \$500.00 per month when his time wasn't worth \$100.00, simply because he thought someone he did not like might make a little profit out of his work. His judgment did not dictate his decision but his prejudice did. Men will make decisions based upon prejudice, jealousy, spite, hatred, like or dislike and numerous other negative qualities. But just as sure as man throws judgment to the wind when he makes a decision he is leading straight toward the rocky reefs of destruction. You must take this into consideration when making a sale.

¶ But let us go back to judgment. How do

we form a judgment? Judgment is "That act of the mind by which two notions or ideas which are apprehended as distinct are compared, for the purpose of ascertaining their agreement or disagreement. That power or faculty by which knowledge dependent upon comparison and discrimination is acquired. The act of judging; the operation of the mind involving comparison and discrimination, by which the knowledge of the values and relations of things, whether of moral qualities, intellectual concepts, logical propositions, or material facts are obtained".

**Comparison, the Basis of Reason and Judgment** Comparison is the basis of judgment. You must compare one thing with another in order to arrive at a judgment. In order to do that you must exercise reason. We notice then that comparison is the basis of reason as well as of judgment. You cannot reason or think about an idea unless you have some other idea to compare it with. Your judgment or conclusion will not only be based upon reason but upon your past experience. If I ask you to pass judgment on a horse, your opinion or judgment will be valued in accordance with your previous knowledge of horses. If I ask for your judgment in regard to a suit of clothes, a farm, or a business policy, the value of that judgment will de-

pend upon your previous experience and your ability to draw accurate conclusions from it, as well as your ability to reason.

¶ Here is an illustration of poor judgment, and it may show how judgment can be developed. A country store-keeper bought a ton and a half of raisins. The town he lived in had a population of only 500. Had he consulted either his reason, judgment or the needs of the town he would have known that he was buying too many raisins. He evidently did neither. He put nearly all of the raisins down cellar and they spoiled. At another time he bought enough window curtains to do the community five years. No wonder he did not make money. The man who sold him did not apparently need to appeal to his judgment. He simply enthused and persuaded him into over-buying. Apparently he had little buying judgment to appeal to. But a Salesman who will overload a buyer to the buyer's evident loss, and the wholesale house that will fill the order, are both guilty of legal robbery. The Salesman who profits most in the end is the one who serves best and gives the best expert advice. But this is simply an illustration on the development and value of judgment.

¶ In passing I want to call your attention to the word **reason**. Reason exercises such a great part in forming a judgment that I want to spend a little time in getting a clearer

understanding of reason and how we go about it to reason. Comparison forms the basis of judgment. It also forms the basis of reasoning. We compare hard woods with oak as a standard. We compare a good orator with Bryan. We compare one hotel with another. We compare one line of goods with another that is well known. This gives us a basis of comparison as to which is better or worse.

¶ We compare two ideas and therefore get reasons for forming a judgment. We compare two more ideas and therefore get reasons for forming another judgment. We then take the final judgments and compare them. We again have reasons for making or forming a later judgment.

¶ Reason is "the faculty or capacity of the human mind by which it is distinguished from the intelligence of the lower animals; the higher as distinguished from the lower cognitive faculties, sense, imagination, and memory, and in contrast to the feelings and desires. Reason comprises conception, judgment, reasoning and the intuitional faculty. We have no other faculties of perceiving or knowing anything, divine or human, but by our five senses and our reason."

¶ "Due exercise of the reasoning faculties; accordance with, or that which is accordant with and ratified by, the mind rightly exercised; right intellectual judgment; clear and

fair deductions from true principles; that which is dictated or supported by the common sense of mankind; right conduct; right propriety; justice."

¶ "To exercise the rational faculties; to deduce inferences from premises; to perform the process of induction or deduction; to reach conclusions by a systematic comparison of facts."

**Inductive and Deductive Reasoning** Before we finish this subject of conviction we must go one step further with the subject of reason. There are two kinds of reason,—inductive and deductive. I simply want to define them and give this explanation here. The objective mind reasons both inductively and deductively, but the subjective mind only reasons deductively.

¶ Inductive reasoning is "the act or process of reasoning from a part to a whole, from particulars to generals, or from the individual to the universal."

¶ John Stuart Mill; says: "Induction is the process by which we conclude that which is true of certain individuals of a class, is true of the whole class, or that what is true at certain times will be true in similar circumstances at all times."

¶ It is "a process of demonstration in which a general truth is gathered from an examin-

ation of particular cases, one of which is known to be true."

¶ "In induction we observe a sufficient number of individual facts, and on the ground of analogy, extend what is true of them to others of the same class, thus arriving at general principles or laws. This is the kind of reasoning in physical science. In **deduction** we begin with a **general** truth, which is already proven or provisionally assumed and seek to connect it with some particular case by means of a middle term or class of objects known to be equally connected with both. Thus we bring down the general into the particular, affirming of the latter the distinctive qualities of the former. This is the syllogistic method. By induction, Franklin established the identity of lightning and electricity. By deduction he inferred that dwellings might be protected by lightning rods."

### **Deductive Logic**

I wish to give two illustrations of deductive logic.

The first is true—the second is not, but they are both logical. **Logic is the science of correct reasoning.** But logic does not stop to ask whether the statement is true or false.

Here is the first syllogism:  
Roosevelt is a man.

Man is mortal.

Therefore Roosevelt is mortal.

¶ You see my first statement or premise is correct, therefore, the conclusion is correct.

Here is the other:

Every Salesman is rich.

You are a Salesman.

Therefore, you are rich.

¶ You see my first premise or statement is wrong, and, therefore, my conclusion is wrong.

**Success Based upon Truth of Argument** If the basis of your argument or selling talk is wrong, your conclusion will be wrong and your work will end in failure.

¶ Analyze your statements. See that they are true. Unless they are you will end in failure. You see how honesty leads to success.

¶ A very able Salesman has offered this advice and it is pertinent here. "You must get a man's confidence, but you will never get a man's confidence by lying to him. You must tell him the truth, but what good will it do to tell him the truth when he doesn't know you are telling the truth? Tell him something he absolutely knows is true and then he will believe the rest."

¶ This may seem like a long and difficult discussion on the subject of conviction, but it is absolutely essential in order to do justice to the subject and justice to the student. It will need a good deal of study in order to be

thoroughly understood. From the time you get your man interested until he is thoroughly convinced, he makes a great many objections, and it is difficult to bring his mind back to the arrow. But conviction as to the value of the goods will do it.

**Creating Desire** The next step for us to consider is creating the desire.

But some of us will say if we have already produced conviction we must of necessity have created desire. But that is not always true. I may be convinced that a threshing machine is a good thing and still not desire it. I may be convinced that an automobile is a good thing and still not desire it, because I may not think it is to my advantage. I may be convinced that a certain retail business is a profitable business and still not desire it. And yet conviction and desire are so closely related in the human mind that in many cases they may seem almost inseparable.

¶ In many cases an individual desires an article as soon as he is convinced that it is a good thing and to his advantage. But even then the conviction precedes the desire if only by a small fraction of time.

¶ I want to make this so clear that there will be no misunderstanding, and that the student may be able to bring about the desired result, not only because he understands the processes

but because he knows how to create them by bringing about the correct influences.

**Interest and Desire Emotions Different** We have seen that the mental emotion that arouses interest is an entirely different emotion from the emotion that creates desire. One may be interested through curiosity or because the subject or proposition is new and attractive, but still not desire it. Desire is "to long for, to hanker after, request, solicit, entreat. The natural longing that is excited by the enjoyment or the thought of any good, and impels to action or effort for its continuance or possession; an eager wish to obtain or enjoy."

¶ Note carefully the impulses and emotions that must be excited and aroused in order to create desire. **Profit, pleasure, satisfaction, enjoyment, pride, envy** and a desire to make a showing and keep on an equality with someone else. These are the prominent emotions that must be appealed to. Study them and study the best methods of reaching and controlling them. You can do it now ten times as well since you have had them not only pointed out, but the method of controlling them made plain.

¶ I will illustrate this part of the Law of Sale.

¶ A young man came into a clothing store and asked the clerk to show him a \$15.00 overcoat. The clerk showed it to him but

did not exhibit much enthusiasm in doing it. After he had tried on that overcoat the clerk induced him to put on a \$20.00 coat. He then commenced to use Salesmanship. He showed him it was a better fit, better cloth, and better made and that he would have a better standing among his business associates with this particular coat than were he to take the cheaper one. He asked his customer to view himself in the glass. Finally he said, "come up to the fitting room." He did not ask the young man if he would go to the fitting room. He did not ask him if he was going to take the coat, all of which would have been negative suggestions and might have killed the sale. He not only took it for granted the man was going to the fitting room, but he took it for granted he was going to buy the coat. So in starting to the fitting room he not only said "Come" but made a gesture for him to accompany him. The cutter measured the coat, taking it for granted all the time that the man had bought the coat, and consequently made suggestions accordingly. The man took the coat off and left it to be adjusted, paid his \$15.00 (all he had with him) and left, saying he would pay the \$5.00 yet due when he came for the coat.

¶ That Salesman made a \$5.00 sale. The customer came in after a \$15.00 coat, bought a \$20.00 coat and was better satisfied. He

sold himself the \$15.00 coat. The clerk sold him the extra \$5.00's worth.

¶ But somebody says: "That won't happen very often." Well, supposing it doesn't. How often has a man been elected President of the United States in recent years without putting forth every possible effort in order to win? Let us suppose this method only wins once out of three times, or even once out of ten times without in any way antagonizing his customers. It just adds that much more value to the selling ability of the Salesman.

**The Psychology of putting the Garment on** I want to call your attention to one thing in this connection that might escape your notice.

This Salesman created his customer's desire for the coat **after the customer put the coat on.** Do you realize that as soon as an individual puts on a garment and looks at himself in the glass, that garment immediately and unconsciously becomes part of him. A feeling of ownership immediately asserts itself. Put on a hat, coat, a pair of gloves or a pair of shoes and if they fit, you want to keep them. Your spirit of ownership unconsciously asserts itself. That is the reason every good Salesman induces his customers to put on the shoes, gloves or garments, although he may not know himself, what the psychological effect is. If you, as

a Salesman, are not selling goods that can be put on, a somewhat similar effect can be produced by letting him handle them.

**Operating**            If I were selling automobiles  
**Machine Helps**    I would get the man into the  
**Make Sale**            car,—not in the back seat,—  
                              but into the front seat, and  
if at all practical, would let him run the machine part of the time. He would, in this way, have his hands on the most vital part of it. The vibration and pulsation of the machine would enter into his whole system. He would unconsciously become a part of it and it would become a part of him. There would be an attraction between the two, an affinity, if you please, and there would be an unconscious assumption of ownership. Can't you apply this same principle to the sale of any kind of goods? Certainly you can. Have you ever seen a successful candidate for office shake hands with his left hand the day after election? His right hand was lame from shaking. Don't you see the same principle operating? Human nature likes contact with the thing it is interested in. If I were selling any kind of a machine, Typewriter, Cash Register, Adding Machine etc., I would have the prospect operate it.

**The Value of Confidence**      A clothing Salesman from Northern Missouri, telephoned to a merchant in Southern Iowa, that he was coming up to see him. The merchant said there was no use in his coming as he had just bought all he needed. He had bought \$200.00 worth. This Salesman was a man who understood the Mental Law of Sale and he came anyway. I wanted to sell this merchant a cash register, and I finally did, but when I went into his store he was busy with the Salesman to whom he had telephoned not to come. I waited half a day before I could see the merchant. Finally the Salesman got through and I asked him how much he sold and he said \$650.00 worth. What did it? A good personality and the Mental Law of Sale, for he admitted to me that his goods were no better than his competitors'. What will an individual not do when desire has been aroused to white heat?

¶ After the Salesman left I thought I would find out from the merchant just why he bought so heavily when he had not intended to buy anything, so I said to him: "That Salesman is a very nice fellow, isn't he?" The merchant said: "He certainly is. He is the finest traveling man that makes this town." You see he had the merchant's confidence, and confidence is the corner-stone of success in both Salesmanship and business. This mer-

chant felt that the Salesman was square, that he was **honest**, that he was interested in him and in his success.

**The Resolve to Desire** sustained ripens into **Buy** resolve to possess, and that is the next step in the Law of Sale. Resolve to buy very often follows so closely upon the heels of desire to possess, that some may think that resolve is a part of desire. But it is not. It is a distinct step in itself.

¶ I may be convinced that a certain house and lot would be a bargain. I may desire it and still not resolve to get it because I do not care to either assume the responsibility at that time or be bothered with the property; or it may be **fear** that keeps me from buying—a negative baseless fear. My mind, therefore, goes off on a tangent and it must be brought back to the arrow. How can it be done? Here is a strenuous method that I sometimes use. I say something like this: “Let us suppose that you and I are off here in the corner of this room trying to figure out together a method whereby we can both make some money. Now if I make this sale I will make a little money, a small profit once, but it will be very small in comparison with your profit which will be continuous. You have made a careful study

of this proposition. You are absolutely convinced it is to your advantage. Your reason and judgment absolutely assure you that this is to your advantage. Your judgment is your court of last resort. You are compelled to act in accordance with it in order to do yourself justice. If you fail to act in accordance with your own best interests and your own best judgment, you become at once an enemy to your own best interests. You stand in your own light. You simply rob yourself of so much money that rightly belongs to yourself, your wife and your children. When I am absolutely assured that my proposition is to a man's advantage and will make him money, and then fail to urge him to take it, I feel that I am not doing him justice. I am not giving him a square deal. I feel just that way about this proposition, and that is the reason I am so insistent. When you get it and make the profit out of it these other men are making whose recommendations I have shown you, and who are similarly situated, you will thank me for inducing you to decide and inducing you to decide **now**."

¶ This argument arranged to suit the particular situation has helped me to induce a lot of people to "come across" at once with their signatures.

## Closing the Order

“All right,” the prospect says, “I will take it but not before the Holidays, or Spring,” or some such time three or four months in the future. His mind goes off on another tangent—away past the bull’s eye. You have approached him correctly. You have gotten his attention, aroused his interest, produced conviction, created his desire, produced resolve to buy. In other words you have done six-sevenths of the work. Are you now going to lose the sale after doing all the hard work and getting so close to the order? Here now comes your supreme effort. You are to exercise the supreme resolution of your mind to make the sale and make it now, if it is best.

¶ Let us examine the situation a bit. If you are selling a specialty, whether you have competition or not, you should close the order and close it now if you can. Right here is where the good Salesman adds largely to his income.

¶ But let us suppose that you are not a specialty Salesman. Let us suppose, for illustration, you are selling paint. Selling paint is very much like selling any line of goods to the Retailer. Let us suppose that Mr. Merchant says he will take the paint alright but he won’t take it until such and such a time. What are you to do? In some few cases it is wiser not to push the sale than to push it.

Let us suppose you let him go, and when you come back three months hence you find him stocked up with the other fellow's paint. What would you think? That very thing will happen many times unless you are such a master of suggestion and can paint such a vivid picture on the tablets of his memory that no other Salesman can possibly sell him. In order to hold a merchant you must sell him more than mere paint. You must sell him both **service** and **information**. In order to appeal to him in such a way as to hold him, you must show him that you are not only willing, but able to give him such selling information that you will actually **help him** to sell the paint. If you can show him that a certain kind of paint applied to a certain kind of shingle containing a certain kind of natural oil, will rot and ruin the shingle, but that another kind of paint acting in conjunction with the natural oil of the shingle will preserve it, you have given that merchant an idea that will aid him greatly in selling paint. The merchant likes to deal with such a Salesman. His competitor who does not have this information will have no chance to sell.

¶The above is one of the methods used by N. F. Sturgis, the famous paint Salesman for **Heath, Milligan & Co.** Mr. Sturgis captures the yearly prizes offered by **Heath and Milligan** for their best Salesman in the United

States. Mr. Sturgis never urges a sale when he is convinced the time is not ripe to sell, but he is such an artist in the use of suggestion that the merchant waits for him to return. It is a rare thing for a competitor to sell to one of Mr. Sturgis' customers. That is the reason he gets such a big salary.

¶What is true of the paint business is equally true of shoes, dry goods, clothing, groceries, and similar lines.

¶If you persist in selling a man when your good judgment tells you that it isn't wise for him to buy until you come around next time, the chances are you will make him "sore." But if you are not extremely wise and careful you will be too easy and lose heavily for that reason. The fact that a man says he does not want anything, does not mean much. The Salesman who sells only to the man who already wants something will not make money enough to pay his railroad fare. Be diplomatically but firmly persistent. If you are going to overdo either side, by all means overdo the side of persistence. I have spent seven days in a man's store on five different occasions before I sold him a cash register. If I had not fought it out with him in this way I would not have made the sale. I have known a specialty Salesman to follow a man all day in his store, watch every move in order to get information

that would help him close. Persistent concentration and bulldog determination did it.

**Evidence and how to Use It** This lesson would not be complete without a short discussion on the subject of evidence. Evidence, is that which is "clear to the understanding and satisfactory to the judgment." Hume says: "To conform our language more to common use, we ought to divide arguments into demonstrations, proofs and probabilities; by proofs meaning such arguments from experience as leave no room for doubt or opposition."

¶I hope the above statements will give a fairly clear idea of what is meant by evidence. I will use illustrations in order to make this subject of evidence absolutely clear, practical and helpful to every Salesman. I appreciate the fact that the majority of the men who read this lesson are not college graduates and have, therefore, never had opportunity to study either logic, geometry, or the theory of evidence in our universities.

¶There are two kinds of evidence, viz., evidence which is sworn to by eye-witnesses, or direct evidence and circumstantial evidence. I want to illustrate what I mean by circumstantial evidence. Let us suppose that a man was found murdered, stabbed through the heart. Let us suppose that the jagged point of a knife blade was found in his body.

Then let us suppose the next day a man was searched and a bloody jackknife with a broken point was found in his possession. Let us suppose further that the jagged knife point exactly fitted the broken blade and the blood on the two was similar. This is circumstantial evidence that the man who had the knife did the killing. To escape it he must prove he got the knife somewhere else.

¶ Here is another: Part of a bolt of a peculiar colored silk forty inches wide was stolen from a store. A certain man's house was searched and what seemed to be the silk was found, but the man declared he bought the silk in a certain store in another town. The silk was taken to the store and it was found that it did not conform in either color or width to the silk in the store where the man said he got it, as the silk in that store was 36 inches wide, while that particular bolt was 40 inches wide. The silk was brought back to the store from where it was supposed to have been stolen and it was the same color, the same width and the two torn ends exactly matched. This is circumstantial evidence.

¶ Here is the way I have used evidence in selling National Cash Registers. I have made a demonstration and showed how valuable the Register would be to the merchant; then shown a list of recommendations and said: "If what I have said is true and what these

people say is true, it would be to your financial advantage to have this Register, would it not?" "Yes, but how do I know it is true?" "Mr. Blank, here is a list of merchants who use this kind of a Register and who live within twenty miles of here. I will make you this proposition, you get on the train, visit any or all of these merchants. If they tell you their Registers are as profitable to them as they have indicated in their endorsements, and even more so, you can afford the trip because it is to your financial advantage to be sure of it isn't it? If on the other hand they are not so enthusiastic as I have indicated, or if they tell you their Registers are not so profitable as I have tried to make you believe, then I will pay your car fare and \$5.00 a day for your time when gone. That is fair isn't it? In the face of my offer you cannot afford to turn this proposition down, can you?" You see my proposition establishes the confidence that might otherwise be lacking.

¶The evidence which I have to offer comes from a multitude of merchants similarly situated. The evidence is absolute, and no man or group of men could or would ignore it in any court of law in the land. And when a man does ignore it, he prostitutes reason and judgment. He admits he is not considering the proposition on the basis of intelligence and profit, unless he has some particular reason for not buying.

**Profit the Ob-** Selfishness is the controlling  
**ject of Business** emotion in the average man's  
life. In other words the de-  
sire for profit. Proof of this is seen in the  
fact that the prosperity argument controls  
a national election. A man is in business  
for profit and not for pleasure. As soon as  
you show him your proposition will  
profit him you have given him the main  
reason why he is in business, and why he  
should buy.

¶ Did you ever realize that prosperity always  
follows good judgment and that "out-of-date  
methods do not satisfy up-to-date employ-  
ers?"

¶ Objection: "I feel that I know a good  
deal now." Yes, so do the Mayo brothers of  
Rochester, Minnesota. They are the greatest  
surgeons in the world, but in order to remain  
great they find it necessary to have twenty-  
five assistant doctors. Some of these doctors  
are away all the time. They send them all  
over the World in search of new ideas and  
new methods in surgery. In that way they  
have won a large part of their international  
fame, and in that way they propose to keep  
it.

## The Value of the Reserve Selling Talk

Reserve selling talk: Get the order as quickly as you can and with as little talk as possible. Do not go into details at first. Sketch the outline of your proposition, simply giving the main points. If you fail to get an order as a result of this preliminary selling talk, then call on your reserve which should be almost unlimited. Your first talk should be crisp and right to the point. If you fail to land the order with this talk, you will discover the objections and that will guide you as to the kind of a reserve talk to make. There are several good reasons for making your first talk brief. First: what is the use of wearing yourself out giving a long demonstration if it is not necessary. Second: You cannot interest a boy for an hour by showing him an elephant's head when the rest of the body is near, but covered. He will get anxious to see the whole elephant. Third: Give a bird's-eye view of your whole subject first, or your hearer will tire and you cannot hold his interest. Fourth: Going into details as you go along gets tiresome. There is not a mental conception of the whole, and a part will not hold the interest. Fifth: When you give a bird's-eye view at first you find out how and why your hearer is interested. This gives you a clue to his interests, desires, and needs.

**Answering Objection Re-** When a man makes an objection for not making the purchase, answer the objection and close the order at once. When you answer his objection, you remove his reason for not buying, then why shouldn't you close the order at once?

¶ Ask yourself this question: **What reason has my prospect for making this purchase?** You must know the reasons, and then give them to him in such a way that they are bound to produce conviction.

**Be Serious when Closing Order** When coming up to the order point do not joke or act as though you were working the fellow. Do not make any remark about having a nice pen and you want to see how it will write his name. That is distracting and more or less demoralizing. You ought to act with the same soberness as when asking your companion to get on the train ahead of you.

**Coming up to Order Point** I will give you a method that you can use in selling any line of goods. At this point the prospect is very much interested and acts as if he might buy, but he hasn't said so. "Mr. Brown, this machine has three finishes, the nickle, bronze and gold. Which finish

appeals to you most or which do you like best?" If he says, "Well, which do you consider best?" give him your opinion and your reason. That induces him to express a preference one way or the other. Fall in line with his opinion **immediately**, and say, "All right, I will just make it this finish." When he asks your preference you are pretty sure he has decided to buy and if he permits you to put down that particular finish without a protest, you are about nine-tenths sure of him. You come in a little closer with your next question. You might say, "Most people are satisfied to wait and get their machine by freight, but a good many are anxious to get it as soon as possible, and so have it come by express. Would you want it by express, or are you willing to wait for about thirty days until you can get it by freight?"

**Two Affirmative Methods of Deciding**

You see here I have given him two methods of decision, but notice, neither one gives him a chance to say **no** in regard to the proposition. I have absolutely taken it for granted he is going to buy. I have taken the idea of buying entirely out of his mind. I have concentrated his mind on something else,—the method of getting it. This is a great point. Study it carefully. Here is the way the greatest newsboy in

the world handles the same point. He meets me and says, "Want a paper?" Oh, no, he doesn't. He would not be the richest newsboy in the world if he did. He says, "Which do you want, a "Record Herald" or a "Tribune?" He takes it for granted I **want one of the papers**, not that I **might** want a paper.

**When You Satisfy Curiosity You Lose the Interest—a Law of Human Nature**

Here is a little point that lost an automobile Salesman a sale. The prospect got to the point where he said, "How soon can you get it for me?" Just look at that question for a minute and **think**. The right answer to that simple little question has made a lot of profit; the wrong answer has lost a lot of sales. The Salesman said, "I can get it for you right away." Doesn't that seem to be a good answer? Yes, but don't you see it is likely to take the edge off a man's curiosity? Let us suppose he had resorted to the old expedient of answering the question by asking another one. Let us suppose he had said, "Well, how soon do you want it? Don't you see that such a question would have put the prospect on the defensive and required a definite decision from him? It would give him a definite chance to commit himself one way or the other and left you free to take immediate advantage of his decision. Sup-

pose he had said, "I want it just as soon as you can get it." The Salesman's next move would have been to say, "All right, we will rush the order at once. Put your name right here please." If he had said, "I don't want it for a month," "All right," you can say, "we will have it for you at that time. Sign your name on this line here," or I have very often simply handed the man the pen, pointed to the line and said, "On this line, right here please." This is what I call "Closing strategy." The principles I give you are fundamental and applicable to the sale of anything. In this Mental Law of Sale I am giving principles and their application. ¶The man behind the counter employs the same methods in closing when he says, "Do you want to take it with you or do you want it delivered?" You haven't said you would take the goods but you act that way and he decides for you by asking you a question that can be answered either one of two ways, but either way commits you.

### **The Leave Taking**

After closing an order or failing to close it, there is one thing of considerable importance which we must consider, and that is the **leave taking**. In leaving an individual, treat him with courtesy and consideration. Leave him with a good impression of you whether he buys or not. We cannot lay too

much stress upon the appeal to the finer feelings and instincts. There is nothing in the world that costs so little and is worth so much as courtesy. It is an outward expression of an inward kindness. It is the great lubricator of business and of life.

¶I am going to give you another illustration of the Mental Law of Sale. I pass by a tree of red ripe cherries in June. They attract my attention. I am immediately interested. I am convinced, as a result of my past experience with cherries, that they are good. I desire a bunch. I resolve to get them. I stop, reach up and pull them. My mind went through these processes almost instantly but the different steps or divisions were there just the same.

**Continuity of Thought**      In this lesson I have referred slightly to thought continuity, but I want you to realize how very important it is. Suppose, for illustration, that you start a train on a track and that all of a sudden the train comes to the end of the track. You know as well as I do that the train would land in the ditch in a broken heap. Suppose you get a man greatly interested in a train of thought. Suppose his train of thought is coming your way at the rate of an order in half an hour, and he is abruptly called away for a few minutes and must, therefore, concentrate his mind on

something else in the meantime. What happens? Your train of thought is thrown into a heap in the ditch. I might also say it is as hopelessly ditched as the train of cars.

**Planting an Idea and Seeing It Grow** I will go back and show you how this works from the beginning. Every idea which enters the mind immediately tends to express itself in action unless some other idea going in another direction cuts it off. Or, as the psychologists say, "Inhibits it." To my mind this is the most fundamental principle in psychology for the Salesman to consider. If we could just get this principle thoroughly grounded in our lives it would mean a great deal to us intellectually, and financially as well. It is the great principle of concentration.

☞ Remember when you are trying to sell a man a bill of goods every idea you plant in his mind **immediately tends to make him act in accordance with your suggestion**, providing you give him real vital ideas, and then stop when you have given him enough to make him want what you have to sell. When you do this watch your customer, notice the effect of every idea you give him, and just as soon as you have his desire created so that he is aroused sufficiently to act in accordance with the ideas you have given him, close the order at once before another idea

going in another direction makes him determine to change his mind.

**Breaking the Chain of Thought** You have had innumerable experiences of the kind indicated where your prospective customer was called away from you. He had time to think independently for a minute. The continuity of your argument was broken, another idea flashed through his mind, and he said, "No, I guess I'll not decide to-day." You have oftentimes lost your sale right on that incident. Sometimes you have convinced him over again, after using more effort than you did the first time, but usually you lost the order. The loss of this sale was due to the fact that the continuity of your thought was broken, in fact, the spell, the atmosphere which you had created around him, was broken. A new idea flashed through his mind and you lost your order. I consider the subject of continuity worth a year's study and experiment in order to perfect it.

¶ In this connection I wish to consider two other points of vital importance, the ignorance of which causes a Salesman a lot of loss.

**The Irrelevant Idea Dangerous** The first consists in introducing an irrelevant idea, an idea that bears no direct relation to the subject under discussion. This

something which you inject may seem insignificant, it may seem trivial, it may be only a joke, but it breaks the continuity of your thought. Your main argument is side-tracked. The man changes his mind in an instant as if by intuition, because you aroused a different emotion, and remember, you were the one who gave him the **negative suggestion** which sent his mind running in a different channel. You were the unconscious cause of losing the sale. You did not even know how it happened. **Learn to concentrate.**

**Talking too Much**      The other point I referred to consists in talking too much, getting so much interested in your proposition that you are not paying attention to the effect your talk is having upon your listener. A prize fighter doesn't pound his antagonist until he is down and out and then keep on pounding him. Even **he** knows better than that, but many Salesmen do not. A carpenter doesn't drive his nail after it is clear in and clinched, or he will loosen it. Many a Salesman pounds away at an order after it is thoroughly clinched in the other man's mind. He talks the man into it and then bores him, so that he talks him out of it. We do not need "human windmills and verbal cyclones" but Salesmen of alert brains and quick judgment. Such a man fails without ever knowing why, and believing that no one

could have gotten the order. He **made** the sale and **lost** it but did not **realize** it. Many such men do not believe that Salesmanship can be taught. They are ignorant of certain laws of sale, and what is far worse, they are ignorant of their ignorance.

**Knowing When to Close the Order** I have field-trained Salesmen who did not know when to take an order. I have seen them come up to the point where their prospect was ready to buy, then talk in a circle for two minutes and talk the prospect out of buying. I found it necessary to form a signal code with the Salesman in order to get him to close when he should. The Salesman who works out his own salvation on the field loses a lot of business and, therefore, a lot of profit that might be his.

¶“Every Salesman knows the value of the actual demonstration--of having his goods on the ground so that the prospect can see and feel and understand. Give your man a definite idea of what you have to offer. Picture the article, its use, its advantages so vividly that it swims before his mental eye.

**Proving Your Case Creates Desire**      “But your prospective customer must have proof of your statements. Proof or argument follows logically after explanation. Its object is to create desire. It is not enough to give your prospect an idea of the nature or make-up or working principles of the thing you are selling him. You must reinforce these by arguments, proving to him the advantage of the purchase, the saving that he will effect in his business, the increased efficiency he can attain in his work, the pleasure he will derive from the article. Proof may be presented by showing the satisfaction which the article has given to other buyers, or by some novel demonstration of its quality and value.

¶ **“Persuasion, on the heels of argument, intensifies desire.** Here the prospect must be shown tactfully how possession of the article will bring benefit to him personally.

¶ **“Possibly the best kind of persuasion is the subtle suggestion which pictures to the prospect the satisfaction or actual gain which ownership would bring. Argument is giving a man evidence that will prompt him to act of his own volition. Persuasion is the added influence of the Salesman’s personality that brings action when the man himself hesitates.**

## The Final Advantage

“You know how the clever Salesman manipulates his talking points, always holding back till the last some extra reasons why you should accept his proposition. And it culminates in the climax or the clincher. As you hesitate, undecided whether or not to order, the shrewd Salesman shoots at you one last advantage which he has held in reserve.”

The next lesson is a continuation of the Mental Law of Sale.

### TEST QUESTIONS.

1. Why is the science of mechanics so much better known than the science of Salesmanship?
2. Why has the business man failed to advance as he should?
3. Which step in the Mental Law of Sale do you consider most important, and why?
4. How do you prove to a man that it is to his advantage to buy?
5. Do you believe in going into details in your first selling talk?

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

Be sure to always write your name and permanent address at top of first page of every paper.



## LESSON V.

### THE MENTAL LAW OF SALE (Continued).

¶The previous lesson, on the Mental Law of Sale, will not only furnish food for a lot of serious thought, but it will show you clearly how the mind is analyzed and how it can be influenced. It will take a lot of real study to thoroughly understand the last lesson, but when you once understand it, the knowledge gained will enable you to wield a power and an influence over people that you never dreamed possible.

¶The aim of this lesson is to throw more light on the Mental Law of Sale and give you a clearer insight into its use in influencing people in every walk of life and every phase of society, business, politics and diplomacy. The world's leaders are not necessarily the great scholars, nor the men of commanding intellect, but rather the men who understand human nature,—how to interpret it and how to influence people.

**Unusual Ideas** You may find some ideas in  
**Produce Un-** these lessons that seem un-  
**usual Results** usual to you, but please burn  
this into your consciousness;  
“It is the unusual idea that produces the un-  
usual result, to-day.” We must get and ap-

ply some of these unusual ideas. I want you to think about this one. You have heard a great many speakers, preachers, professors, lawyers, congressmen, United States' senators, etc., but among all those, how many real orators were there? You know there was scarcely one in a hundred, yet those men thought they knew how to talk. A college president once told me all that was necessary in order to become an orator was to have the ideas. He was a failure as an orator. His advice was in accord with his practice. There are not many really good orators in this country. There might be if they learned how. In proportion to the larger number the same might be said of Salesmen. There are not many really good Salesmen in the country. There might be a great many if they studied to become great as do the great orators. But like the college president, they do not realize their need. Beecher and Bryan both made a long study of oratory before they reached their final perfection. Hugh Chalmers made a similar study of Salesmanship and was making fifty thousand a year at the age of twenty-eight.

¶The principles of oratory and Salesmanship are much the same, and both require arduous study in order to insure great success.

¶Hugh Chalmers says, "Next to the importance of what you say, is the way in which

you say it. It is so in talking. It is so in advertising. It is so in Salesmanship."

**Value of having a Definite Object in Mind** Remember the arrow in the Mental Law of Sale chart. You must have a **definite** object in mind when you attempt to make a sale. Why are you going to make the sale? Get the object fixed definitely in your mind and then work with all your might to carry it out, or, hit the bull's eye. If you haven't a definite object in mind you won't get anywhere. It will be like shooting with your eyes shut. This "Object" business is applicable to advertising, Salesmanship, addressing an audience, committee meeting, writing a book or selling anything. Why? Don't you see it is because it is in harmony with the Mental Law of Sale?

**Success or Failure Depends upon Quality of Salesmanship** "Whenever we have dealings with one another, whether on matters of business or otherwise, the natural laws of Salesmanship are operating, and the ultimate result—whether success or failure—depends upon the **quality** of Salesmanship exercised on our part." "The impressions which we convey to others govern our progress financially and otherwise. To make the right kind of an impres-

sion therefore, is the all important thing." Ex-Secretary Shaw says: "I have won more law suits by my opening statements than in any other way." Why did he exercise such care in his opening statements? Remember, he sold books and fruit trees several summers when he was a student. He says he succeeded by gaining the customer's confidence. All through life he has realized the great value of these fundamental principles which I am emphasizing so strongly, and he has used them to great advantage in winning national fame as a lawyer, governor, cabinet officer, orator and financier.

**Talk from His Point of View not Yours** When a Salesman does not understand these principles he is simply working at random. He is guessing. Suppose I approach a merchant and say, "I want to interest you in my system," or "I want to take a few minutes of your time to look into my system for stores." In this case I am on **my** side of the fence instead of **his**. I am talking from the standpoint of **my** wants instead of **his** wants; of what **I** would like to do instead of what **he** might like to do. Here is the same idea stated in such a way as to appeal to **him**. "Mr. Blank, I want to interest you in a system which I am convinced will increase your profits and save you both time and money in your store." In

this case you see the appeal is made to **his** financial profit instead of **mine**.

¶ Tell me this: Why is it that one Salesman will sell only four men out of every ten called upon, while another will always average five or ten per cent more? And that average is always maintained when the two men are working in similar territory. Hasn't the one man a better personality or better selling methods than the other? Everyone will admit that. We contend the first man can overcome his handicap by training, just as an orator or a musician can become more skillful with proper training.

**Increased Re-** While we have students who  
**sults Due to** have increased their selling  
**Better Training** ability, and therefore their  
income, as much as 40%  
within six months after taking the course,  
yet this is out of the ordinary and not an  
average, but we do contend that any Salesman  
**can and should** increase his profits from 10%  
up as a result of proper study. Ten per cent  
of a \$1000.00 yearly salary is \$100.00 and  
that is worth working for isn't it?

¶ A Salesman's selling power is his capital, his asset, his stock in trade, so to speak. What the Salesman must learn is how to properly analyze his proposition, and then how to state its strong points in language which is logical, reasonable, truthful, and so clear that

anyone can understand it and should be convinced. The Salesman calls only upon people whom he thinks would be benefited by his product. It is his sole business to prove to these people that it is to their advantage to make the purchase. The Salesman must also know how to appeal to the emotions as well as to the reason.

**The First Ten Words Important** The impression one makes upon meeting a prospect, and the first ten words he utters gives his customer a flashlight view of his life, character and general make-up. What is the mental impression your prospective customer gets of you, and how does he get it? Are you a gentleman of refined manners, tastes and ideals? If you are, or if you are not, your introduction will show it. In a second your customer mentally takes your measure. During this first instant his impression is gained largely from your clothes and general appearance. Your clothes immediately classify you in his mind as an inferior or a superior individual. Your first ten words will confirm his opinion, whether it be good or bad. If you have made a good impression by your pleasing appearance you have no handicap to overcome, and the prospects are, other things being satisfactory, you will have an interested and courteous listener.

**Don't always Shake Hands** When you call upon a business man introduce yourself in a kindly, agreeable way.

It is not best to always shake hands with him. That must be decided by circumstances. Some men will resent it, others will appreciate it. The egotistical and self-important man is likely to resent it. But if you do not shake hands with a man when you meet him, be sure to do so when the interview ends. In that way you leave a stronger impression.

☐ Always make an appointment with a man to see your samples as soon as possible and at a time that will be convenient for him. If the appointment is during business hours, do not go to your sample room and wait, for half of the business men will forget about an appointment or forget to look at their watches, and you cannot afford to lose the time. In order to save time, call at his place of business at the appointed time and have him go with you.

**House to House Salesmanship** If you are making a house to house canvas, the ideal way is to ring the bell, step back about six feet from the center of the door, or if anything, a little nearer the opening side. When the woman comes to the door she is mentally expecting a friend. She is obliged to open the door wide in order to see you. The moment you see her, catch her eye and hold

it for a moment; at the same time raise your hat, bow politely, and move toward the door. You go through these motions during a time that is too short to describe. In most cases, where you are not working in larger cities, the women will expect you to go in. **You expect to go in and you do go in.**

¶ Sometimes the individual who comes to the door will ask you what you want. You should know the name of the individual you wish to see. You will very often get in by saying, "Is this Mrs. Brown? I want to talk with you for a minute on a matter of business." While saying this indicate that you wish to go in. Don't say, "I want to see you," otherwise she is likely to say, "You can see me right here." If she still persists in keeping you out and wants to know what you want, give her a general answer. Do not be specific if you can help it. If you are selling literary works of any kind you might say, "I am engaged in educational work. You have some children, haven't you? I was referred to you by Mrs. So and So who thought you might be interested in what I am doing." If she is still curious and says, "Well, what is it?" You can very easily say, "I will just step in and show you." You can apply this method to almost anything you are selling, changing it to suit your proposition, and the circumstances, but do

not discuss your proposition on the doorstep unless as a last resort.

**A Clever Method of Getting In** Here is a clever method used by a Salesman for a large concern when the girl comes to the door. The home was a very prominent one and the girl said, "Have you a card to send up?" He said, "No, just tell Dr. Blank that Mr. So and So is waiting for him in the library. He will understand." His name was so peculiar he knew the girl couldn't possibly remember it. The fact that he told her to tell Dr. Blank he would be waiting in the library and that Dr. Blank would understand, made it imperative on her part to let him in. He had been there before and failed in his mission. He succeeded this time. Study this method. It is clever.

¶ In introducing yourself be natural and agreeable. That is, be **natural** if you are agreeable, and know how to smile. You must learn how to smile or you will never succeed as a Salesman. I do not mean a sickly, forced grin, but a smile that indicates that its owner is living in peace and harmony with all the world. Some faces radiate disagreeableness, others good-will. Some mean-ness, others kindness. You cannot think an evil thought and smile at the same time. You cannot think of defrauding someone and

smile at the same time. If you try it, the smile will be transformed into a cynical snere. Your face is a looking-glass that reflects the images within. You cannot get away from it. To look at some mens' faces you would think they hadn't laughed for a year and you would think if they did laugh it would crack the enamel upon their faces. The agreeable face is another evidence of honesty, and honesty, character and success go together.

**Mental Attitude** If you take on the actions and  
**Determines** bearing of a tramp or a  
**Success** clown, your mind will almost immediately gravitate toward your bearing. If, on the other hand, you draw in the chin, expand the chest, and attempt to look the part of a successful business man, your mind will immediately respond to the auto-suggestion. A man's mental attitude determines his dress and appearance, his environment and his success. I cannot emphasize this thought too vigorously.

¶ If you approach a prospect and he is busy and you know it, ask him when it would be most convenient for him to give you (state the length of time) say, five minutes, if you only need a little time. You can nearly always make an appointment. When you do, leave at once, but the fact that you only ask five minutes will induce your prospect-

ive customer, in many cases, to offer you the time right then. If he does, get busy at once. Cut out preambles and useless introductions. Plunge into the heart of the matter in language that is logical and carries an unmistakable power to convince. When your five minutes are up, do one of three things—get the order, get out, or get an invitation, either verbal or assumed, to stay longer.

¶An experienced salesman often asks for two and a half minutes. The half minute generally causes a smile and you get his attention. It is unusual, but you remember what I said about the unusual idea producing the unusual result.

**Man Says NO To What He Does not Understand.** Introducing yourself properly, and getting the attention of your man directed in your channel, are two entirely different things.

A majority of the people you meet will say, "No, I do not want anything, and do not care to look at it." Of course they do not want any thing about which they know absolutely nothing. A man wouldn't want a million dollar gold mine unless his attention was cleverly attracted to it. Remember, that no man is interested in what he knows nothing about. And right here I am going to crystalize this law. It is a law of the human mind which directs the mind to say "no" to what it does not under-

**stand.** Chauncey M. Depew says it is forty years from the time an idea is originated among the people until it is incorporated into national law. So do not be discouraged when you hear the word, "No," In most cases **it does not mean that you cannot sell.** It means that the man is not aware of the value of your product. You must make him realize its value. If you cannot get his attention it means that you have not yet mastered the secret of successful personal appeal. How can we expect prominent business men to take an interest in our proposition unless we first are interested enough in their business to study their needs.

**It is Necessary to Invest Money in order to Make Money** Do not forget that a man is in business for profit, and he is interested in any proposition when he is assured it will make him a greater dividend than he is now making on his investments. Business men have bought millions of dollars' worth of worthless mining stock in order to satisfy this craving.

¶ When a man says he is not interested come back at him like this, "If I did not think the proposition I wish to make you would mean just as much or more to you than it does to me, I wouldn't ask a moment of your time. I am very busy myself, but I am willing to put some of my time against some of yours

in order to have you investigate the value of this proposition." Anyone is interested in you just as soon as you can show him how to make an honest dollar more than he is now making. That is human nature.

**Leave when Sale is Closed** Never stay with a man after you have taken his order and thoroughly clinched it. If you do you are killing his time and your own too, and he might change his mind and cancel the order.

¶ There are a great many new inventions on the market that are revolutionizing business. Every business man is under obligation to himself to see what you have.

¶ No first-class Salesman uses a card to introduce himself. When you present a card your prospect looks at the card and away from you. In so doing you lose his eye and your influence is sidetracked.

¶ These lessons are not written with the idea that the style will appeal to a scholar. They are written to help the practical Salesman. The habit of thought of the two is entirely different. The average scholar knows no more about Salesmanship or how to apply the knowledge, than the average Salesman knows about Greek.

**How to End an Interview** This lesson will be studied by a great many managers and proprietors as well as Salesmen. For that reason I will give you the best method of ending an interview which you desire to end immediately. There is nothing in the world which business needs more than courtesy, and we have all too little of it. I have known a traveling man to enter a store when the proprietor was busy waiting upon a customer. The proprietor would see him but pay no attention to him. When through with the customer he would go over to his desk and busy himself with his books—that is, apparently he would, but in reality he was simply killing time with the hope that Mr. Traveling Man would leave without approaching him. Finally when he was approached he would act more like a bear than a civilized man. Without looking up he would say something like this, “No, I don’t want anything to day and I haven’t time to talk to you.” He would leave the traveling man standing right by his desk without a word of civilized greeting or dismissal. This gave the traveling man either a chance to begin a verbal battle, or retreat in confusion.

¶ In contrast with this uncivilized, unbusiness-like and unprofitable method of handling the public, I wish to show you how a gentleman and a diplomat accomplishes the same end.

Here is the method used by the late Senator Gorman of Maryland in dismissing a Salesman. The Salesman approached the Senator and stated the object of his visit. The Senator said, "I am very glad to meet you but I am very sorry that my time is so taken up that I am unable to devote the time to look into your proposition." The Senator then arose and walked to the door with his visitor. When he reached the door he extended his hand very cordially and said, "I am very glad to have met you and only sorry that I cannot give your proposition the consideration which I am sure it deserves," and then ushers him out. This is the kind of diplomacy that transformed Senator Gorman from a page in that great body into one of its great leaders. What a blessing to this country such courtesy and such diplomacy would be!

**An Original Selling Method** Here is a method used by a clever advertising agent, according to a writer in "Success." It got business. It is original. It showed head-work and that's what counts in this business. "There is a story told of a manufacturer who did not advertise and who was satisfied with the small output of his factory. He was approached one day by a clever representative of a clever advertising agency. This representative had shown his shrewdness by secretly studying the manu-

facturer's business. He was armed with thorough knowledge of his subject and equipped with a carefully thought-out plan of campaign. He did not send in his professional card. Other agents had met their 'Waterloo' at the outer door because of that time-worn introduction. This agent sent a telegram from one of the hotels saying: 'I have a business proposition to make to you which will net you 83 cents a minute from the beginning. I will call at your office tomorrow morning at ten o'clock.' He found the manufacturer awaiting him with apparent curiosity. In the meantime the manufacturer had figured the 83 cents a minute into \$8,366.40 a week, an income worth having. He was anxious to see the man who had made this remarkable offer. His caller was calm and business-like in his manner as he took the seat proffered him, and his attitude was thoroughly professional as he leaned forward and placed eight one dollar bills and three dimes on the manufacturer's desk. 'Mr. Brown,' he said quietly, 'I want just ten minutes of your time. It is worth 83 cents a minute to me, no—please don't interrupt, my proposition is worthy of your attention. In the ten minutes I will ask you ten questions which you can answer without an effort. ¶“ ‘First. Did you ever hear of Royal Baking Powder?’ ‘Of course I have,’ snorted the manufacturer, irately; ‘what do you—?’

‘Please don’t get angry,’ pleaded the agent, ‘I have a reason for asking you these seemingly trivial questions.’ ‘Second. Did you ever hear of the Douglas shoe?’

¶“The manufacturer nodded.

¶“ ‘Good. Now, third, did you ever hear of ‘Sunny Jim?’”

¶“The manufacturer nodded again.

¶“ ‘Fourth. Is Ivory Soap used in your house?’ ‘I suppose it is,’ shouted the other. ‘We use soap, and I’ve seen Ivory in the house, but what I want to know on my part is, were you ever in an insane asylum? I’ve never been in one, but I will soon be a fit subject if you don’t tell me what you are driving at! I can’t waste any more—’

¶“The agent smiled imperturbably, and glanced at his watch.

¶“ ‘I’ve still seven minutes according to our agreement,’ he said placidly. ‘The other questions concern Studebaker Carriages, Postum Cereal, Quaker Oats, Horlick’s Malted Milk, the Gold Dust Twins Washing Powder, and Remington Typewriters. But I won’t bother referring to each in turn. Now, Mr. Brown, I know you will forgive me if I say you have recognized all these products because you have seen them mentioned in a thousand different ways in a thousand different advertisements. There is not one of them that does not stand for a fortune made through advertising. Your prod

ucts are just as good—they have just as much merit—but not nearly so many persons know of them. Why?’ It is said the agent proceeded to tell the manufacturer **why**, in language which only a Salesman can use. The telling was so interesting that the manufacturer sat captivated. The ten minutes became twenty, and the twenty became an hour. The agent won his case and it made the manufacturer famous.”

¶I have used this illustration because it illustrates so many points which I wish to emphasize. In the first place the agent studied the manufacturer’s case in advance as thoroughly as a careful lawyer would study his client’s case. He put the evidence on paper and found that it was all against the manufacturer. His next step was to work out his campaign, which he did with as much care as Napoleon would work out a military campaign. You notice he took nothing for granted. He next used an original and unique method of introducing himself and gained the old man’s attention. You also notice he aroused his customer’s interest and got him to figuring and thinking. This latter is especially good. You notice that he kept his customer in the dark as to his proposition. When he got inside, you see he was confident, because he knew his proposition was a winner. You notice that the questions he asked, while they kept his customer in the

dark, at the same time placed the old gentleman in such a defenseless position that it was absolutely impossible for him to resist the logic of the argument. You notice that while the agent appealed almost entirely to the manufacturer's reason, he made a masterful appeal to his emotions at the same time. This appeal was made by touching the manufacturer's pride by telling him these concerns had become famous through advertising. **"Your products are just as good. Advertising will make you just as famous."** Don't you see the logic of this argument? And at the same time you can't help but feel that the old gentleman's chest swelled with pride as he thought he, too, might and should become famous, and, as the story runs, he did. One more point. The agent bought and paid for ten minutes of this gentleman's time. He was his customer's employer during that space of time and for that reason could speak with authority and with absolute assurance that he had a certain amount of time at his disposal. This young man had something to sell, and he knew how to sell it. His merchandise was his brains—which were skillfully trained.

**Selling Goods on the Road** The next illustration introduces to us the drummer who sells mens' furnishing goods. A young fellow who was out for his first trip met an old

**Salesman.** They compared notes and found they were both going to the same town and both handling mens' furnishing goods. They didn't reach town until two hours past midnight. The young fellow got up bright and early in the morning and made the rounds of all the clothing stores in town. When he got back to the hotel it was about eleven o'clock and the other traveling man had just had his breakfast. He had learned by experience that it was wise to get a full night's sleep, even if he had to sleep in the morning in order to get it. He said to the new man, "Well, what luck?" "I couldn't sell to any of them," was the response. It happened to be Thanksgiving Day. "The first man I saw said, 'Don't you think a man has to have time to eat his Thanksgiving dinner one day in the year? No, I have no time to see your goods.' The next one said he bought from a regular Salesman, so what could I do?" The first Salesman was then ready to start out and finally decided to tackle the first merchant, the one who was so anxious to eat his Thanksgiving dinner. When he got over to the store the old man was just locking up, but he asked him if he wouldn't be kind enough to go back and sell him a couple of collars. The merchant said "Sure." He took some time to put one of them on. He did it just to gain time. The merchant said, "You are a stranger in town, I see. I presume you

are a doctor." "Yes," said the traveling man, "I am looking for a location. My special work is fitting eyes. You know that if you look out in the winter-time upon a snow-covered field it strains the eyes, while if you look out upon a beautiful, velvety green field in summer, it's a delight to the eye." The merchant was perceptibly interested. "I am handling the finest and most beautiful line of mens' furnishing goods you ever laid your eyes upon. It's a delight to the eye to even look at them. The location I want is right on your shelves and I'd like to have you come over to the hotel right after dinner and look at them." The merchant agreed. He hardly took time to swallow his turkey and cranberry sauce, so anxious was he to see those beautiful goods. "What luck?" asked the new Salesman after he returned to the hotel. "Good," answered the other, "I sold him a large bill of goods."

**Learn how to Approach, be Original and Gain Confidence**

One thing a Salesman must learn, and that is how to approach men and gain their confidence. He has got to be **original**. He has got to be able to plan a method of attack on the spur of the moment. He has got to know how to arouse the curiosity, and he must be infinitely tactful. This second man sold his goods because he knew how to

gain the attention while the first one didn't. I wish to call attention to one thing here, as the new Salesman might overlook it. I have reference to the method of approach and gaining attention. The inexperienced Salesman would have introduced himself to the merchant as he was locking up to go home for dinner. He would have told him his business at the door. Your experienced Salesman never does that. This man wanted to get acquainted first, so he made up his mind on the spur of the moment, to buy some collars which he didn't need and then watch for an opening. The opening came when the merchant asked him if he were a doctor. He took advantage of this opportunity to arouse his customer's interest. This Salesman was a real artist. He knew how to turn any kind of a question or conversation to his advantage, and do it skillfully and on the spur of the moment. The skillful Salesman can turn any kind of an argument or objection to his advantage. To do this, a Salesman must not only be a constant student of Salesmanship but of human nature. He must be able to know and interpret the book of life as it is written in the faces of men.

**Indirect Argument Very Effective**— The scientific Salesman must know how to make an emotional appeal. There is the religious emotion, the political emotion, the sympathetic emotion and the emotions which can be touched through pride, vanity, love, jealousy, ambition, or the hope of success. A young man can very often be convinced by appealing through his emotions, to his future hopes and ambitions. He can be reached by the use of an indirect argument which reaches the will by way of the emotions. This indirect argument is very subtle and very powerful in its effect. Study it carefully. I will illustrate what I mean by the indirect argument. I have hired several hundred college men to sell books. Occasionally I found a man who considered it beneath him to sell books. I immediately referred him to the fact that Senator Beveridge sold books two summers as a student, and he tells us his experience was worth about as much to him as his whole college course. Just realize that he was just passed thirty when, without any political machine, he was elected to the United States Senate. How did he do it? In selling books he learned human nature, he learned how to influence people and he developed skill in closing the order. He talked personally to every member of the Legislature, and he used his ability which he had developed while canvassing.

In that way he convinced a majority of the Legislature that he should go to the Senate and they elected him. You would be willing to spend every summer vacation during your college course selling books if it would enable you to do what Beveridge did, would you not? This indirect argument with its powerful appeal has enabled me to contract many men when everything else failed. I want you to understand the principle. You can learn to apply it in your own way.

**Launch Argument with Logic then Make the Appeal**

The successful Salesman is the one who knows how to successfully combine the logical with the emotional argument. Remember that every proposition you present must be launched with a logical, reasonable argument. After that you can make your appeal. Most people want facts and they base their decision upon these facts.

**Ability to Influence Secret of Leadership**

The ability to influence is the secret of leadership, and the ability to influence is based upon the knowledge of human nature and how to manipulate it. If you know human nature and thoroughly understand the scientific principles of Salesmanship you can play upon the keys of human nature

with the same marvelous skill that a brilliant pianist plays upon the keys of a piano.

¶ Why was Wendell Philips such a great orator? Why was John B. Gough able to play the whole gamut of human passion and emotion? Why was he able to play upon the keyboard of human nature with such marvelous results? Why was he able to touch a sympathetic chord in every human heart? It was because he knew human nature in all its forms. He knew its strength and he knew its weakness. He knew men and he knew women. He knew how to convince by his logic, and persuade by his eloquence. He knew how to make people laugh and cry. Do you? He knew their passions and he knew their impulses, and he knew what to say in order to reach and influence their minds and hearts. Do you? It will pay you to read the speeches of the world's greatest orators. In this way you will learn the secret of an orator's power. The secret of a Salesman's power is much the same. Profit by the successful experiences of others. **It is not what you know that will keep you down, it is what you do not know.**

**Value of Illus-** Using illustrations and an-  
**trations** swering objections are two  
very important agencies  
which must be given due consideration by the  
Salesman. Someone has said that a genius

is a man who is able to go into another field of endeavor and pick out principles, methods and illustrations and adapt these to his own business. Adaptability is one of the great secrets of success in life. Here is where definite and specific knowledge counts for so much; and a young Salesman will not get this knowledge unless he keeps awake, and gets outside of the rut of his everyday thinking.

¶ A prominent business man who was looking for a manager of a general store said to me, "I can find men of one idea everywhere, men who know one department or who are acquainted with the grocery business or the dry-goods business, but it seems difficult to find a man who is familiar with all departments." The man who is broad enough to reach the breadth and depth of the human intellect must be broader than his own little narrow business or position.

¶ But I will go back to the subject of illustration. Levi P. Morton was a struggling grocer in New York State in his youth. Being ambitious he was a student. In his reading he came across this famous saying of Emerson: "If you can make a better mousetrap, write a better book or preach a better sermon than your neighbor, the world will make a beaten path to your door, even though you live in a log cabin in the forest." This simple statement awakened the sleeping genius in Morton,

the grocer. It made him feel that he wasn't serving his neighbors to the best of his advantage. He felt that he could serve them better as a banker than a grocer. He started a bank and served his neighbors better than he had served them as a grocer. And he later served them as Governor of his State—Vice-President of the United States, and later as a great financier. I give you this illustration simply to show you the power which an illustration may have in influencing an individual.

**Get the Note-Book Habit** Every time you hear a sermon or a lecture, or get an idea from a newspaper or a magazine which will help you in your business, take out your notebook then and there, no matter where you are, and jot it down. If you wait you will forget it. Talk that point at your first opportunity. It will be fresh and you can use it enthusiastically.

¶ Every Salesman should have a good illustration or two to use with every selling point. He will have them if he jots them down as he finds them. I have carried a notebook for several years. It has been worth hundreds of dollars to me. I could not have prepared these lessons without it. I have not only used it to keep a record of the good ideas I have found, but I have used it to capture my own ideas. Every man will originate a

good idea occasionally. In most cases he cannot retain it unless he writes it down. I aim to commit to memory, not only my own ideas but all the other good ideas I can. If you will follow this method carefully for a year, it will greatly enrich your mind, increase your efficiency and show you the necessity of continuing it. It is said that Bishop Vincent's great lectures and sermons grew out of this method. The man who gets the notebook habit will make himself greatly superior to the man who doesn't. And the man who gets the study habit is the only man who has a chance of success in the future.

¶ Will you follow the method I have outlined? You will if you are really ambitious. A lot of men want success but they are too careless to pay the price. There is no "ready-made, hand-me-down" success these days. You and I must study for it, plan for it and work for it in order to get it. What did you do to-day, yesterday, last week, last month, last year to increase your knowledge? What did you do to get new ideas which would help you to live a bigger life as well as to help you sell more goods, and therefore increase your earning capacity? Only yesterday I was talking to a District Manager of a million dollar New York manufacturing concern. He said, "I want men, **real** men. men who have some snap and vim and fight in them, and I want the rest of my men to take your course

even if it only does one thing for them, and that is to **arouse** them and **inspire** them, and make them acquainted with their own marvelous possibilities. The average man to-day is asleep and he needs to be literally kicked out of his own little rut and into an opportunity. I was."

**Self-Satisfaction and Self-Conceit Block Progress**

If you haven't been able to earn from \$100.00 to \$500.00 more this year than last you can conclude that something is wrong somewhere. Are you sufficiently ambitious? The man who is satisfied with his present position and income, will soon not be competent even to hold it. Do you realize that your ambition needs to be fed just as surely as does your body? The one which you neglect to feed dies. Ambition is a quality of the human mind which you should look after as carefully as you would your health.

¶ How many books and magazines do you read each year? Do they help you in your business? Every business man should take a magazine that will help him in his line of business. How many practical, forceful, business-getting ideas have you found and used during the last month? If none, then you are likely to get into a rut, and a rut is a shallow grave, and sometimes as hard to get out of as a grave.

**The Human Eye the Greatest Educator** Use your eyes. Emerson says we get ninety per cent of our education through our eyes. Just think of it! See

how the windows are trimmed as you go down the street. Analyze the reasons which must have prompted the window trimmer in arranging his display. Determine in your own mind whether it is good or bad. Compare windows. Meet window trimmers and discuss reasons with them. In making this study you will realize that you are interested in a window that has only one product in it, while a window that has a dozen kinds of goods jumbled together will not interest you because your mind is continually jumping from one thing to another. You realize that you must concentrate on one thing in order to get interested. The same is true with other people. This leads us back to the principle that the human mind can only contain one idea at a time, and this idea sustained arouses interest.

¶ Study advertisements as you find them in the newspapers, street cars and magazines. Clip advertisements that especially appeal to you and file them away in a letter file you should have for the purpose.

¶ When you hear a lecture or a sermon, analyze the speaker's reason for discussing the subject as he does. Don't you see how these

things will make you a thinker and a leader of men as well as a better Salesman?

**We usually get** We usually get what we pay  
**What We Pay** for in this world. Life is  
**For** largely a matter of choice and compensation. If we spend our time and money in the pool rooms and saloons we will find failure looking for us around the corner, an unhappy home and an old age of poverty. If we utilize our time and save our money, our future chances are good. Prof. J. D. DeMotte says: "Success means sacrifice. First, the sacrifice of caprice for capacity. Second, the sacrifice of leisure for labor. Third, the sacrifice of dissipation for discipline."

**The Why of** We will next consider the  
**Objections** subject of objections. Why does a man make an objection? Doesn't he usually do it because he is still more interested in his money than he is in the article you are trying to sell him? Do you see the underlying principles here? Then the proper thing to do in most cases is to find out the reason for that objection and go after that. When we remove the reason we make the sale. We must go **deeper** than the objection itself. The thing for you to do is to dig back into your reserve and give him such an inspiring talk that he will getso in-

terested in what you want him to buy that he feels bound to get it, and he hasn't any excuses left. Of course, people make excuses sometimes because it is a habit and because they haven't anything else to say, or because they want more time to think, or because they want to be satisfied with the proposition. Do not take objections too seriously is my advice. You know men often buy tobacco and drink, even though they have to beg the money to get it. They get it because they are **intensely interested** in it. Get them to **desire** your goods and you will sell them.

¶ The answer to an objection in one epigrammatic sentence very often gets the order, because it absolutely clinches the idea in the man's mind and routs his unbelief, while if your answer had been stated in different language you might have lost your order. For example:—**It isn't what it will cost that you want to consider, but what it will cost you if you don't get it. That is what you want to think about.**

**You cannot  
Offend,  
and Influence  
at the Same  
Time**

A Salesman should never argue. Burn this into your memory. You cannot **influence and antagonize at the same time.** A Salesman is not in the field to run counter to individual opinions and prejudices, on political, religious and a thousand other sub-

jects. He is out there to sell goods and to argue is fatal. A Salesman should give assent as much as possible to what is said, providing it is not important, and when he cannot do that he had better not say anything. Float with the tide until you can get an opening. You can lead the conversation and do it so skillfully that the other fellow thinks he is leading it. For instance, when you know a certain insurance policy is best for a man's needs, talk that and nothing else. Concentrate his mind upon it and you eliminate competition.

**Answer Objections by Intercepting Them** The skillful Salesman nearly always intercepts and answers an objection before it is made. When an objection does come up he answers it at once and turns it into an advantage. When you are asked the price of an article I do not mean to say you are to consider that an objection and answer it immediately. It is not always wise to tell the price at the beginning of your selling talk because the prospect will likely think of the price instead of what you say. When the subject of price comes up you might say something like this: "I will go into that a little later," or, "If I were to give you the price now before you had looked into the benefits of this article, you might be thinking about the price and not about the

profit to be derived from it. On the other hand, after you have investigated it you may not want to get along without it, regardless of price. It is not a question of price that you care about. It is a question of how much profit it will make you, how big a dividend on your money invested. You don't care what an article costs provided it pays you from twenty-five to fifty per cent dividend on the investment, do you?" I do not mean that all this is to be used at any one time, but it is suggestive.

¶ Every objection should make a Salesman stronger. Where the cost of the article is very small and it only takes a short time to consider it, of course, it is wise to state the price when asked, or make a point of telling it before you are asked.

**Two kinds of Objections** There are two kinds of objections,—the personal kind and the critical kind. The personal objection is always hardest to answer as the person who makes it is usually stubborn or prejudiced. A man sometimes says he has made up his mind and could not be induced to change it. You might remind him that there are exceptions to every rule, and you believe if his judgment tells him that it is to his advantage to make the purchase, you believe he is too wise a man to let any personal opinion or prejudice stand in his

way. Or you might remind him of Lincoln's saying that, "The foolish and the dead alone never change their minds." It is plain then that it is the wise man who changes his opinion.

¶ Here are some common objections and their answers: "It costs too much." "However, Mr. Blank, if you could figure out that it will make money for you, you would look upon it as a good investment, would you not? Really, it is not what an article costs but the profit there is in it that you always consider. If this article cost you \$500.00, but earned you from 20 to 40% on the investment, you would consider it a good investment, would you not? You would consider it a good investment if it made you only 10% as you can only get 3 or 4% from the bank. An article that makes or saves you money is not an **expense**. It is an **investment**. Note carefully the difference. The clothes you wear are an expense, but of course a necessary one. So is the house you rent or own. But this article, as you can see with your own eyes, will make you such a saving that you cannot possibly otherwise make, that it will pay for itself within five years and go on repaying for itself every five years thereafter. This, then, is not an expense, as you can see, but a big dividend paying investment." You can use the same argument when the article increases his business.

**The Great Difference Between an Expense and an Investment** “Do you say you would like to hire assistants but they cost too much? No. An assistant is an investment. The one and only reason you have for paying him wages is that he will earn for you enough money to pay back his cost and a profit besides. This article will do the same thing. If I offered to sell it to you for 10 cents,— one-fiftieth part of its real cost—and it would not make or save you 10 cents you would not want it. But if I should ask you ten times as much as I do ask you and it would make or save you a good profit, then you ought to get it, ought you not? This article will pay for itself and make you a good profit. This you realize. When it will do that you ought to have it, no matter what it costs. If it will not do that you do not want it as a gift. Isn't that right?”

☞ Remember there are two values to every purchase. What it costs and what it saves or earns. Please do not confuse them. Cork costs four cents a pound but if you were drowning its value would be, not what cork costs you but what cork saves you. Do not confuse the two values by seeing what you pay and overlooking what you save. You judge a man or a dollar by its earning power. You pay a man wages according to the results he gets. Judge this proposition in the

same way. What would be a high price for one man would be a low price for a better man.

**Every Man a Salesman** It is the common opinion of the public that only that man is a Salesman who is engaged in exchanging goods for money. This is a half truth. For instance, a man buys a \$4.00 pair of shoes. How did he get that \$4.00? How much did he give for it? It is plain that he sold his labor for it, isn't it? What kind of a sale did he make? His ability to sell his labor, services or skill to the best advantage in the best market, for this \$4.00, measures his ability, not as a workman but as a Salesman. Every workman, I don't care what he is doing, whether he is working on the farm, in the bank, behind the counter, or in the field of so-called Salesmanship, is selling his services. He earns his bread and butter through his ability to **sell himself** as well as through his ability to **do the work**.

**Salesman Party of First Part** Let us always remember that a Salesman is the party of the first part, and his business is to convince and influence the party of the second part to think as he thinks, feel as he feels, and act as he would like to have him or them act. This is true whether the party of the first part is a clerk behind the counter,

a Salesman on the road, a lawyer before a jury, a governor of a state, or a president of the United States seeking a renomination. You see then that the principles of Salesmanship are applicable to every trade, business and profession. No young man ever won a wife without using the principles of Salesmanship. Many times the principles are not used to good advantage and that is the reason he does not get her sooner.

**What not to do in Seeking a Position** The young man applying for a position can make splendid use of every principle taught in this course. How good a position a young man gets or how much money he gets, depends upon his ability to sell himself as well as his ability to do the work. Very few young men realize that in selling themselves they are selling goods just as surely as if they were selling cotton, corn, silk or automobiles. And the man who buys their services does so with the idea of profit just the same as buying any line of goods.

¶ In seeking a position I would never approach an employer with a cigar or cigarette in my hand. I would never want an employer to see the color from a cigarette on my fingers. I wouldn't say, "I reckon you don't want another man, do you?" I would be dressed

like a prosperous business man, not at all flashy, but neat and clean, and have my shoes shined. I would see that my clothing harmonized. I wouldn't match blue eyes with a red necktie, a spotted vest, black coat and gray trousers. I would not offer to shake hands with the man from whom I sought a position. I would not be egotistical and put up a bigger talk than my past record justified, especially if he knew my record. Neither would I be backward or diffident. I would state my case clearly and vigorously. I would make a great deal bigger hit by saying my "long suit" was hard work, rather than by saying I was a little brighter than the average fellow. I would never exhibit pessimism or any of the negative qualities. They are not good selling points unless you want to get turned down. If you are asked if you can do the work don't say you **think** you can. Be sure to say you **can** and say it positively, if you think you can. Many a man has gotten a position through sheer nerve and made good after he got it. That possibly is easier when your record to the contrary is not known. Getting a position is easy, but making good, "that's the rub."

**When it Paid to be Prepared** According to a writer in "Success" here is an argument that paid handsomely. "One of the buildings of Wooster University

burned down one night. The next morning the youthful, boyish-looking president, Louis E. Holden, started to New York City to see Andrew Carnegie. The next day he called upon Mr. Carnegie. Without useless preliminaries he said, 'Mr. Carnegie, you are a busy man and so am I so I won't take up more than five minutes of your time. The main building of Wooster University burned down night before last, and I want you to give us \$100,000.00 for a new one.' 'Young man,' replied the philanthropist, 'I don't believe in giving money to colleges.' 'But you believe in helping young men, don't you?' asked President Holden. 'I'm a young man, Mr. Carnegie, and I'm in an awful hole. I've gone into the business of manufacturing college graduates from the raw material and now the best part of my plant is burned down. You know how you would feel if one of your big steel mills was destroyed right in the busy season.' 'Young man,' said Mr. Carnegie, 'Raise \$100,000.00 in thirty days and I'll give you another.' 'Make it sixty days and I'll go you' replied Professor Holden. 'Done,' said Mr. Carnegie. Professor Holden picked up his hat and started for the door. As he reached it, Mr. Carnegie called after him, 'Now, remember it's sixty days only,' 'All right, sir' said Professor Holden. Holden was already half way down the stairs. His call had consumed just four

minutes. The sum was raised within the specified time, and when handing over his check, Mr. Carnegie said, laughing, 'Young man, if you ever come to see me again, don't stay so long. Your call cost me just \$25,000.00 a minute.' "

**Analyzing a Successful Selling Talk** First. You will notice that Professor Holden dispensed with all the preliminaries and began to talk business from the first sentence.

Second. I want you to notice Mr. Carnegie's objection and Prof. Holden's answer. Holden's sentence reply to Carnegie's sentence objection won the \$100,000.00. Don't you think Holden could well have spent five years of his life in special study in order to win the \$100,000.00? Suppose Prof. Holden had tried to answer Carnegie's objection, that he did not believe in giving money to colleges. If he had he would have begun with a tiresome defense of the value of a college education. But he didn't. He knew human nature particularly and Carnegie's nature especially, too well to make such a blunder. He knew that Carnegie's system of making such young men as Schwab and Corey his business partners was the wonder and admiration of the business world. He well knew that Carnegie wasn't much interested in colleges but that

he was immensely interested in young men and had a tender spot in his heart for them. Holden touched this tender spot. How did he do it so spontaneously? **He was prepared.**

He had **studied** his proposition in advance. You see Prof. Holden used the manufacturing language that the great Iron Master was familiar with. He met him on his own ground. He did not use a single logical argument. He knew Carnegie had money to give, and that he would get it if he made the proper appeal. He made the emotional appeal and it did the business. He won this money not because of his ability as a student of Latin, Greek or Mathematics, but because of his ability as a Salesman. Doesn't it pay to prepare in order to win the big prizes? Notice that Holden immediately took Carnegie's mind away from the subject of helping colleges, as he was prejudiced on that subject, and directed his thought to a subject that Carnegie liked. That was the subject of young men. Notice further that Holden not only did that, but he did something else of strategic importance. He answered the objection by asking a question. He used our interrogative method. That immediately placed Carnegie on the defensive. That sentence answer crystallized what might have been an hour's argument.

## **Honesty the only Road to Success**

The Mental Law of Sale would not be complete were I to finish this lesson without discussing honesty, as it relates to truth and falsehood. Some good and otherwise well-meaning people seem to think that a man's ability to sell goods successfully depends upon his ability to lie successfully. A prominent woman once told me that her son was a poor automobile Salesman because he was too conscientious, he wouldn't lie sufficiently to be successful. This idea is so absurd that it is preposterous. Nevertheless some people and some light-weight Salesmen are possessed with it. The best thing that can possibly be said about a proposition is to tell the truth about it, and tell it so clearly that it can be understood. The man who lies, can not do this because he hasn't the ability. He tries, therefore, to substitute falsehood for lack of knowledge, and just as soon as he does this his prospective customer realizes it and loses confidence in him. A Salesman cannot lie and get away with it. The man who tries it writes falsehood, insincerity and dishonesty in every line of his face. Every man who sees him may read it. **The greatest compliment a man can pay to the proposition he is handling, is to tell the truth about it and tell it well.** If the proposition will not justify it, you cannot afford to sacrifice your manhood in trying to

sell it. No man will handle a poor proposition unless he values his manhood less than his profit.

¶ There never was greater demand than there is to-day for men who are absolutely honest and whose word can be relied upon. There are not enough of these in the business world to-day. The great need is for Salesmen who know how to analyze and organize the truth in relation to a proposition, and drive this truth home to the minds and hearts of men in such a way as to produce conviction. When a Salesman leaves the truth and begins to base his talk on falsehood, his statements are fanciful, foolish, illogical and nonsensical. The one who hears them knows they are false. He also knows that the tone of the Salesman is false. When a Salesman disregards his brains and the brains of his listener, which he does when he tries to win by lying, his end is like the end of Dr. Cook. Such a method is as unstable as perpetual motion. Every species of dishonesty leads to failure and some phases of carelessness border on dishonesty.

¶ Some men make a practice of never paying their bills when due. This is always aggravating to the concern that needs the money, and the concern that fails to pay on time loses a measure of influence and that measure of lost influence causes a corresponding loss of business. These things are as contrary

to the law of mental influence, which we call the Mental Law of Sale, as water running up hill is contrary to the law of gravity.

**Profit is the Measure of Service**      I have discussed the Mental Law of Sale negatively and positively from almost every conceivable point of view except the point of view of service. Other things being equal the man who serves best profits most. A Salesman for a big printing company called at my office in San Francisco every day for a month before I gave him an order. He was the highest paid printing Salesman in San Francisco, and he gave the best service. His name was Thomas and I shall never forget him. The representative of the printing concern who was doing my work thought I was married to him and his concern, and he acted as though it was a privilege for us to deal with him. He rarely called except when sent for. He did not realize the **value of service** while Thomas did. I began to wish that Thomas had the business because he always came around when we needed him, and whether we needed him or not. Finally I gave him an order. He said, "I knew it was coming. I always get it finally." He had come in day after day, made himself agreeable but never a bore. He so impressed himself upon me that everytime I thought of printing I thought

of Thomas. I believe many Salesmen will learn a lesson from Thomas, the man of service, the man of good natured, clever, diplomatic persistence. Service is in harmony with the Mental Law of Sale and it goes a long way toward producing conviction and conviction means profit.

¶ I have shown you how to apply the scientific principles in a great many different ways. I have also shown you the principles back of the art of selling, and that if you disregard these principles you are taking big chances on losing the sale. Every man appreciates a valuable selling point, but no man can be as successful as he should be unless he understands the principles governing the application of the selling point. This is just as true in Salesmanship as it is in law or medicine. If an individual has a bad cold, a doctor can give him medicine that will kill the cold, but unless he understands the principles of both medicine and human anatomy his remedy may kill the individual as well as the cold. Disregard any one step in the Mental Law of Sale and you invite failure, and nearly always bring it about.

**The Power of Mental Energy** A great many men lack mental energy, originality and thinking power. They have no mental fulcrum, no leverage. This is due to their lack of ability to analyze human

nature, to analyze themselves and their goods and organize this analysis into a strong mind gripping, convincing talk. Many Salesmen, who know nothing about the theory of influencing people, the Mental Law of Sale, remind me of an old monkey wrench we used to have on the farm. This wrench was weak in the back and just as sure as I would try to turn a tight nut, or a rusted one the wrench would be sure to spread and slip. It would not grip the nut and hold it when energy was applied to it. We had, however, a little alligator wrench that would grip a nut from any angle and hold it with a vice-like grip until it moved. The more energy that was applied the tighter it would grip the nut.

¶ When a man is selling groceries, tea, coffee, etc., he may dispose of a lot of goods even though he is no stronger than the old monkey wrench, and slides just as easily when he meets resistance. But such a man is not a Salesman. He is a mere order filler. He simply furnishes goods that people have already decided to buy.

¶ But when you come to selling Old Line Insurance or high grade specialties like the Adding Machine, the Cash Register, and Automobiles, where you expect to be turned down nine times out of every ten, you must then be an alligator wrench and not a weak-backed

monkey wrench that slips and slides with every resistance.

¶I will tell you why nine-tenths of your prospects are like nuts that are set so long they are just a little bit rusted. It is because they are not in the weak-backed, weak-jawed monkey wrench class, and nothing but the vice-like bull-dog grip of the alligator wrench will hold them when you **apply the mental energy** and they apply the **resistance**.

**The Mental Law of Sale Applicable at Home and In Society**

We have discussed the Mental Law of Sale from the standpoint of business and the various kinds of Salesmanship, but we have not discussed it from the standpoint of the home and social relations. Every step in the Mental Law of Sale can be magnificently applied in the home and in connection with all social relations. Lesson Six will very beautifully show the application of these principles to our everyday life.

**The Law of Non-Resistance**

The application of the Mental Law of Sale takes into consideration the law of non-resistance. In other words, the law of love. One of the hardest lessons for us to learn is that we cannot **influence** people and **antagonize** them at the same time. We may induce people to do certain things sometimes while

antagonizing them, but we do it because we use force and not kindness. Just as sure as we use force and antagonism on our side we will arouse resistance and rebellion on the other.

¶ Many men are grouchy in their business relations and grouchy at home. Others are diplomatic in their business relations because they are wise enough to know it pays, but when with their own families all restraint and all regard are removed and they act a good deal like tyrants on a small scale. They talk to their wives and families without regard for their feelings. Anything that antagonizes common sense, reason and justice, either in the home, in society, or in business, should be carefully avoided. Tolstoy is possibly the world's greatest exponent of the law of non-resistance. The Czar would banish him but he dare not. His law of non-resistance is more powerful than the whole Russian army.

¶ No matter how people talk to you it will be to your advantage to answer them with **reason**, if you answer them at all. Do not antagonize people, but study to find out what antagonism really is. You may make a vigorous verbal onslaught upon a man, but do it with your reason and do it because it is needed. But your aggressive diplomacy is mingled with common sense. Every man should treat his family and his friends with

the same courtesy and the same consideration that he would a good prospective customer.

**The Rule or  
Ruin Theory**      Some men propose to dominate whether right or wrong, when dealing with their families. The feelings or considerations of the family are hardly considered. The application of the principles in the Mental Law of Sale is the only road to success in business, and the only road to happiness in the home.

¶ An exhibition of temper because of a slight provocation, either in the home or in business, is absolutely uncalled for and foolish. Temper is usually the response to antagonism. Both should be avoided. Every vigorous man or woman has temper and a lot of it, but they owe it to themselves and society to control it.

¶ The following lessons will throw more light on this great subject. Lesson Six is a study in personal magnetism and how to develop the finer qualities of the individual, as well as how to influence people by appealing to the finer qualities. These are the qualities which make man a king among his fellows, a **real leader** in the affairs of life instead of a follower.

## TEST QUESTIONS.

1. What can you say about having a definite object in mind?

2. Why is one Salesman more successful than another?

3. Why do people turn you down when they are ignorant of your proposition?

4. What is a man in business for? What appeal interests him most when you are trying to sell him?

5. What is the difference between an expense and an investment?

**Write answers on one side of paper only.**

**Write your name and address at the top of every paper.**



## ENDORSEMENTS.

### Worth Many Times Its Cost.

“Your course has already returned to me many times its cost and from the plan I am working at present, I expect it to be the means of a big increase in business the coming season.”

R. B. Millard,  
President Little Falls Business College,  
Little Falls, Minnesota.

### It Is Par Excellence.

“I want to acknowledge receipt of your good letter of Feb. 27th, and also a copy of lesson No. 7, on “Suggestion.” You may be surprised to learn that I went into this copy last night at home, and could not lay it aside until I had read it through three times. I will state without hesitation that it is the best article on Suggestion in all its phases, that I have ever read. When I see you next, I want to have you put your signature in this book, as I want to keep it. I do not see how you can write a better one. It is par excellence.”

F. W. Heron,  
Pres. Royal Indemnity Co.,  
Omaha, Nebraska.

**Note**—Mr. Heron sold more Life Insurance in 1906 than any other man in America.

“Your lessons are clearly superior to most of the lessons in Salesmanship.”

Prof. Walter Dill Scott,

Head of Department of Psychology,  
Northwestern University, and Author of the  
Psychology of Advertising and other books.

### **More Good Than a College Education.**

“The training and inspiration I have received at the hands of Mr. Knox has done me more practical good in the business world than all my College training.

C. M. Richmond,

Ass't. Sec. Young Men's Christian  
Ass'n, San Jose, California.

### **Omaha Business College Teaches The Course.**

Our class in Salesmanship has done fine. Our first graduate, Mr. Percy Spence, a young man from the farm, who had had no experience as a Salesman, took to the work like a duck takes to water. Before he had fully finished his course, he secured a position with a Wholesale Implement Company. He worked entirely on commission, and at the end of three days, his commissions amounted to \$60.00 and during his first three weeks they amounted to \$160.00. How is that for a beginner?

“When our school opens in September we are going to push the Knox method of Salesmanship for all it is worth, and you can

expect to hear of some good results.”

(Signed) Mosher & Lampman,  
President and Secretary, Mosher-Lamp-  
man Business College, 17th and Farnum  
Sts., Omaha, Neb.

### **Found Strength And Help In The Course.**

I have read each lesson in your Salesman-  
ship course, several times over, and with  
considerable interest.

The information and suggestions con-  
tained therein are put in concise form and  
always proved of great value to me and  
salesmen under me. I have often gone home  
at night and found strength and help, not  
only for myself and men, but also for my  
house, in your course.

As manager of the Des Moines branch  
and special School for Mausoleum Salesmen  
whom I hired and sent out over the various  
states controlled by the Mausoleum Company,  
I gave, in my instructions to them, many  
valuable points that I gained through careful  
study of your Salesmanship course.

Fred L. Meyer,  
Mgr. Des Moines Branch, Mausoleum Co.

### **300 Per Cent Increase In Nine Months.**

“I have increased my earning capacity  
300 per cent since taking your course in  
Salesmanship nine months ago.”

G. L. Domm,  
Salesman, Immigration Land Co., Des  
Moines, Iowa.

## One lesson worth \$50.00.

"I consider the money I paid for your course in Salesmanship the best investment I ever made.

"It has been of more value to me financially than any money I have invested since I have been in business. I would not know just how to estimate its value. I would not take \$50.00 for the one lesson on the "Law of Suggestion" and its relation to Salesmanship.

I think everybody ought to study the science of business.

Very truly yours,

H. H. Hand,

Manager Highland Park Tailoring Co.,  
Des Moines, Iowa.

### Best He Ever Read.

"I have made a critical study of everything I know on the subject of Salesmanship, and the very best thing I have ever read on that subject is a course written by J. S. Knox, University Place, Des Moines, Iowa. It is right to the point and is not made up of a lot of technical stuff, as is often turned out by writers on the subject of Salesmanship.

Ben. R. Vardaman,  
Associate Editor Merchants Trade Journal,  
Des Moines, Iowa.

## **One Lesson Worth Twice The Cost Of The Course.**

"I have finished your course and think it is the best one on the market. Your Insurance book is already worth twice the cost of the whole course to me. I have recently closed no less than three policies as a result of information obtained from this book alone.

R. F. Lee,

District Mgr., Central Life Ins. Co.  
of Illinois, 401 Clapp Bldg., Des Moines,  
Iowa.

## **First Lesson Worth Price of Course.**

"I have carefully studied the first lesson in your Course of Applied Salesmanship, and I wish to express the pleasure and complete satisfaction derived from it. I consider this book alone worth the price of the course."

J. J. Schwing,

Superintendent Metropolitan Life Ins.  
Co., Buffalo, N. Y.

## **Each Lesson Worth Price of Course.**

"You may be interested in knowing my opinion of your course in Applied Salesmanship. While I have only studied the first eight lessons, I can truthfully say the good I have derived from these lessons has more than paid for the course. Each lesson is well worth the price of the course, provided the student studies well and applies it."

H. E. K'Berg,

Manager Burroughs Adding Machine  
Company, Buffalo, New York.

### **Worth Several Times The Price.**

"I have read only about half the books that compose your Salesmanship course, but I would not give up the knowledge gained for several times the price of the entire course."

J. J. Garrett,  
Agent, Baird-Taylor-Crawford Co.  
Des Moines Iowa.

### **Worth \$500.00 To Him.**

"Your course in Salesmanship has been worth \$500.00 to me."

Earl. V. Shue,  
Mgr. Cadillac Automobile Co., 916  
Walnut Street, Des Moines, Iowa.

### **Valuable Post Graduate Course.**

"I am a graduate of the National Cash Register School of Salesmanship of Philadelphia, Pa., but after studying the Knox Course in Scientific Salesmanship, I consider it a valuable Post Graduate Course."

C. D. A. Grasse,  
Salesman National Cash Register Co.,  
Des Moines, Iowa.

### **Worth \$50.00 To Him.**

"I have only studied the first twenty of your lessons, but I would not take \$50.00 for what I have already learned."

F. A. Clark,  
Prop. Ruth & Clark Hardware Co.,  
24th and University, Des Moines, Iowa.

## **Worth Ten Times The Cost.**

“The Knox Course has been of much value to me financially, as well as personally. The cost is nothing to be considered. A man will soon realize ten times the first cost by applying these business getting methods. It wakes a man up to real business and real life, making him better mentally, morally, physically and socially. I would advise any man who is ambitious to be a broader, better man, and hold a higher position and draw a bigger salary, to take the Knox Course at the first opportunity.”

J. W. Nicholson,

Manager for H. S. Chase & Co.,  
Wholesale and Retail Grocers, 1405 East 9th  
Street, Des Moines, Iowa.

## **Man Must Know How To Use His Knowledge.**

“In order to be a success in life a man must not only have knowledge but he must know how to use that knowledge.

I have personally never seen a course of study or read a book that so definitely and practically taught this art as the Knox Salesmanship Course. I most highly commend this course to all young men.”

E. E. Van Natter,

Educational Director Young Mens'  
Christian Association, Buffalo, N. Y.

## Valuable To Himself and His Agents.

“I have read very carefully all the books you have sent me and many of them have kindled thoughts that have been valuable to me and helpful to my agents. **Your books have set me thinking.** I am impressed with the importance of the analysis of the question of Salesmanship and with the importance of the law of Suggestion and the methods of developing Will Power.”

Elmer Dwiggins,

Former General Manager for Iowa,  
of the Equitable Life Insurance Society,  
120 Broadway, New York City.



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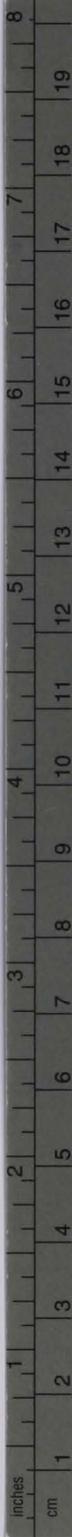
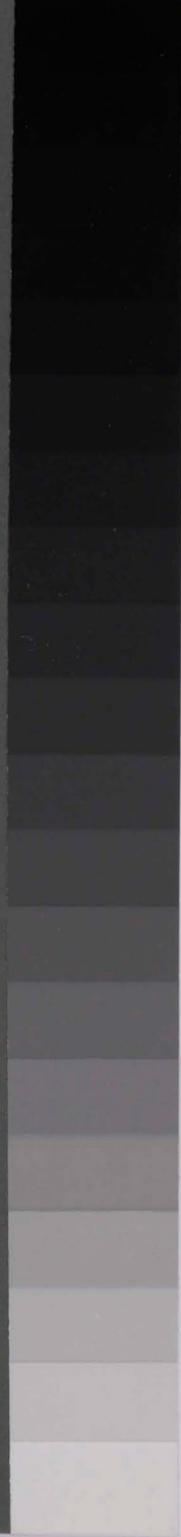
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# Kodak Gray Scale

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A 1 2 3 4 5 6 **M** 8 9 10 11 12 13 14 15 **B** 17 18 19



# Kodak Color Control Patches

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Blue	Cyan	Green	Yellow	Red	Magenta	White	3/Color	Black
Light blue patch	Light cyan patch	Light green patch	Light yellow patch	Light red patch	Light magenta patch	White patch	Light gray patch	Black patch
Dark blue patch	Dark cyan patch	Dark green patch	Dark yellow patch	Dark red patch	Dark magenta patch	White patch	Dark gray patch	Black patch

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