

The Will in Salesmanship

A Lecture

WRITTEN FOR
The National School of Salesmanship
(Series One Elementary)

BY

Frank Channing Haddock, Ph. D.

Author of

**The King's Library of Direct
Personal Culture**

Including

**THE KING ON HIS THRONE,
or Power of Will Through Direct Mental Culture.**

**THE KING'S ACHIEVEMENTS,
or Power for Success Through Culture of Vibrant
Magnetism, Etc.**

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WORKS OF

FRANK CHANNING HADDOCK, Ph. D.

The Will in Salesmanship . . \$1.50

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Power of Will Through
Direct Mental Culture . . \$5.00

The King's Achievements; or
Power for Success . . . \$10.00

FRANK C. HADDOCK

Auburndale, Mass.

IMPORTANT.

Bulk is not always value. The richest gold mine ever worked looked commonplace on top. Some labor and persistence were required to uncover the treasure.

The above indicates the secret of this book. Its value is in the great vital truths condensed into a few words. Think *with* it and *into* it; apply its practical directions in your individual career and it will inspire you as few works in the English language can do.

The mere first reading will reveal little. Companion with it for months and you will surely find it to have the radiating power and energy of radium.

However, its instructions are entirely swamped by those elaborate systems "Power of Will" and "Power for Success" mentioned in the back of this book. As the owner of this you are entitled to credit of \$1 toward the larger works.

And again I remind you. Do not leave this book after the first reading. It was sold to you for a steady companion and manual—not a "one time" story book.

ALBERT LEWIS PELTON,

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HKAAD INTRODUCTION.

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Those who would delve deeper in the study of cause and effect for success or failure in the mercantile life, have found, or can find, a great world of thought in our lecture, "WILL POWER IN SALESMANSHIP," by Frank Channing Haddock, author of "The King's Library." This lecture, if you make it a study and adopt its teachings, will alone secure you position and honors in the field of salesmanship; or, if you are a merchant, advance you to success and honors achieved by few. If so be that you would seek a broader knowledge of yourself and your fellow-man in other fields of usefulness, you can find it in "The King's Library of Direct Personal Culture." This "Library" is now before us, and has startled the thinking men all over the world, and made the name of Frank Channing Haddock famous.

He names, classifies and analyzes every human emotion. Physical movements and experiences are traced to the source from whence they spring; man is mentally dissected, and then shown how to re-arrange the God-given attributes of mind; how to cultivate and grow those which always work for his best interest, success and happiness. If you want to know what you are, or can be—get them, and study; to read only is not sufficient. They open up a new world, and we would not be doing all we could for our students if we failed to point them to this fount.

JAMES F. ELLS.

Minneapolis, 1905.

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The Will in Salesmanship

BY FRANK CHANNING HADDOCK, PH. D.

Author of "Power of Will," "Power for Success," Etc., Etc.

PART I.

THE WILL IN GENERAL SALESMANSHIP

This little book is a condensed instructor in will-culture, essential to successful salesmanship. Its field, therefore, is limited, and many things suggested by the larger realm of business are designedly omitted.

The book avoids the mere essay, seeking, rather, to be directive and practical. It should be read, but also studied, absorbed and practiced. These demands will require effort, time and patience, but the rewards will surely demonstrate growing will-power and increasing personal efficiency. "It is all in the man." The student is invited forthwith to proceed to develop the **salesman** as an instrument, assured that the **salesman** will then emerge.

Business is **founded on confidence**, which may be personal, but must be financial.

The **architect** of business is **forethought**—hard thinking done in advance. "A feeble man," said Emerson,

"can see the farms that are fenced and tilled, the houses that are built. The strong man sees the possible houses and farms. His eye makes estates as fast as the sun breeds clouds."

The **builder** of business and its foundation is **magnetic energy**. "Men are made up of potencies. We are magnets in an iron globe."

But the **workman** who digs down to hard pan, lays the solid cement base, rears the superstructure, and transacts operations immediately connected with fortune, is **salesmanship**. Business exists for and through sales. The real business man is a rare salesman.

Now, at the center of the commercial world stands always a "transforming generator." The business man, as such, generates, but as a salesman, applies financial power. The first aim of salesmanship is the establishment of confidence, but this means, as an instrument, developed personal power for business. Nothing substitutes therefor. Power is "luck," and "pull," and "circumstances," and "opportunity"—the ability to do something worth while.

But the power that makes salesmanship successful is **plus**. It is always considerably above the average. Remembering, then, the more of real success, you are invited to master the following analysis of the power demanded in modern business:

It is, first, **brain-power**—concentration, retention, vision, invention, aggression, accumulation.

It is, secondly, **will-power**—deliberation, decision, determination, courage, confidence, continuousness.

It is, thirdly, **magnetic power**—the push and pull of enterprise—adapted to all other varieties of power and adapting these to successful salesmanship.

It is, fourthly, **practical power**—concerned with solid material results.

The salesman who would “win out” must develop all the powers indicated, and not merely to a fairly good degree, but clear up into the full **plus** of superiority. And the law of mechanics here holds good: The outgo exactly equals the intake. Power must first be created—secured by work. Ambition entertains large ideas, but is often confused with desire. One may desire enormously—and dream himself into failure. True ambition acts, from basement to office, and wins the prize. It is itself a kind of power. “I am the sort of man who gets the thing he wants. (“The Market Place.”) Let me tell you something. When I was at Hadlow I had never shot a pheasant in my life. But I took the notion that I would shoot better than anybody else there. I made up my mind to it—and I simply did it, that’s all.”

For the development of this four-fold power, demonstrated methods are now suggested.

FIRST METHOD OF POWER-MAKING—TRAINING THE SUB-CONSCIOUS MIND.

Sir John Herschel felt that “we have evidence of a thought, an intelligence, working within our own organization distinct from our own personality.” Professor William James, of Harvard University, holds that “the sub-conscious self is nowadays a well-accredited psychological entity.”

Each individual is one person expressing as two personalities, the objective, engaged in everyday affairs, and the subjective, acting in telepathy, hypnot-

ism, etc., and capable of being "suggested" into states and activities not prominently usual in ordinary life. The workings of the subjective self, however, are very diversified, and are susceptible of being utilized to advantage in the objective life.

The sub-conscious personality may be trained to the service of salesmanship by repeated suggestion and habituated action. "The longer the subjective mind is trained to serve the will ("Mind-Power and its Privileges"), and the oftener it is exercised, the more readily it will respond, and the more effective the results."

If, therefore, you will carry this thought in mind, and will refer to it frequently until it becomes a permanent belief and absolute determination: "I set myself unalterably to the task of achieving success as a salesman by developing power—plus power—highest power," you will inspire and train your subjective self in a way to bring about surprising results—provided you strive to make action correspond.

Such action begins with practical fidelity to the instruction of these pages, in which you should proceed slowly, taking them little by little, giving them sufficient time to sink deeply into your sub-conscious mind. You are assured that ere long they will occur to you as monitors and impulses during the ordinary run of business, if only you always and instantly act upon the impulses thus taking place. After you have failed to obey your alarm clock two or three mornings, you do not hear it. The mind that never sleeps has stopped calling you.

SECOND METHOD OF POWER-MAKING: TRAINING THE OBJECTIVE MIND.

This method consists in doing the things that develop power, and should be applied, in the larger field of business, of course, but in order thereto, as directed below. As it is in learning telegraphy, there will be, first, some noticeable improvement, then a considerable standstill, but finally, if the hold-on spirit prevails, progress, marked and gratifying. During the apparent standstill the subjective mind is working strenuously.

I.—DEVELOPMENT OF BRAIN-POWER.

The precise purpose here is to make you think.

Concentration may be developed *** by cultivating a fixed habit of observation *** and of close attention *** to whatever the mind undertakes, until that particular thing is distinctly comprehended.

The ability to reason will become yours if you will *** analyze facts as you see them (example: A rose equals stamen, petals, color, etc., etc.) *** and the principles of your business *** into their parts, *** and rigidly examine *** your opinions, *** conclusions, ** beliefs, *** methods, *** making sure of all facts and premises.

The secret of a good **memory** is *** understanding attention *** followed by incessant reviewing.

Vision can only be acquired by constant practice *** in trying to think and see yourself *** and others, *** with business, *** ahead of present situations, *** and by constant planning.

Invention will develop if you will begin each day

with this resolution *** (and carry it out) *** "At least one new improvement before night!"

Aggression is energy pushing forward, and may be secured *** by persistent summoning of invention *** and will-power *** to every detail of business *** so that you are then and there conscious of the factors named *** and are actually making them good in effort.

Accumulation is the result of the regimes indicated, and depends on *** time, *** effort, *** the man. *** "Then I took two of the weightiest of hammers and lashed them fast to the back of mine. ("Lorna Doone.") Then I swung me on high, to the swing of the sledge, and, with all my power descending, delivered the ponderous onset. Crashed and crushed, the great stone fell over." Lash together the hammers of power.

II.—DEVELOPMENT OF WILL-POWER.

In "Power of Will," by the author, this great subject is treated practically and at length. In these pages instruction (which is wholly new) is condensed as under a hydraulic press, as follows:

You are invited to suppose yourself about to undertake some enormous physical and mental task. Are you ready? Summon, now, all the energy of your being. Do not move a muscle. Attend to the sense of **energy**, all over the body, or, concentrated in the mind. Now for the task! You are equal to it! It shall be done! Control. Do nothing. . . . You have caught the idea of the **energy sense**. Practice the above until that sense is ever at your instant command.

You are invited to **invent**, or set yourself, from time

to time, *** various ways of testing, *** exercising, *** strengthening *** and training your will; as, a plan for tomorrow, or regular gymnasium work, *** to be faithfully carried out. *** Remember the alarm clock.

You will in time discover certain *** weak *** and certain strong points, *** the former of which are, *** by appropriate action, *** to be built up *** and harmonized with the latter.

You are urged to make this book a gymnasium instructor in will-culture *** by mastering *** and absorbing its teachings.

You are emphatically warned to disregard all physical *** and mental moods tending to prohibit or retard the strongest will-action.

Whenever you are tempted to delay doing a needful thing, *** do it now *** for that reason.

Do instantly all disagreeable right things *** because they are disagreeable.

Decline, "out of hand," to do *** any agreeable thing probably injurious to self *** or business *** because it is agreeable.

Bring to each deliberated detail of salesmanship every required power possessed.

Begin and enforce the practice of cool deliberation prior to all important action! Whatever you undertake, "do your level best" at it.

Meanwhile, burn deeply into your innermost brain-tissue this resolution: "I am *** the right *** invincible will!"

Now, the four varieties of power above enumerated really constitute the power of a trained will. The will may be defined as the man's power of decision, of adhesiveness, and of control of self-conduct. But this

means that the will is the man. Hence, we may say, the will is just a way, or a very intricately complex way, the man has of being and doing. When we discover his main characteristics, we see corresponding phases of his will, or the various kinds of will-power which he possesses. For example: his great characteristic is, perhaps, capacity for drudgery. His, then, is the drudging will, by which is not meant that he wills to drudge, but that drudging indicates the essential quality of his will-power. If, now, it be asked: What are the prevailing types of will that are indispensable to salesmanship? the following at least will emerge:

TYPES OF WILL IN SALESMANSHIP.

The Drudging Will: developed by constant thought of the type and plodding attention to detail.

The Persistent Will: developed by thought and "hanging on" merely because tempted to "let go."

The Persono-Fidelity Will: developed by thought of perfect devotion to another person and tireless effort in his behalf.

The Faith-Compelling Will: developed by thought of the type, cultivation of faith in self and the undertaking, the assumption of corresponding manners, and the lightning discharge of the thought-feeling of confidence toward all whom you wish to influence, together with appropriate action.

The Courageously-Confident Will: developed by auto-suggestion (suggestion to self) of courage and confidence, and indomitably plucky work.

The Alert Will: developed by thought, wide-awake

observation of details, and concentrated attention on the next thing in hand, but with no neglect of the present thing.

The Tactful Will: developed by thought and the practice of adjustment to others *** for the sake of their pleasure *** and your own end.

The Attracting Will: developed by constantly holding the idea of attracting others, and appropriate conduct.

The Assent-Compelling Will: developed by incessant desire for the type, and affirmation that assent is actually taking place, with action conformed to the idea.

The Control-Inspirational Will: developed by the double auto-suggestion: "I control this person, yet inspire him," and studied adjustment to him on the principle of tact above given.

The Adjustable Will: developed by thought of the type and incessant effort toward adaptation to people for the sake of rightly using them.

The Intuitional Will: developed by cultivating the inner listening attitude and affirming persistently the determination to know men, their motives and intentions.

The Diplomatic Will: developed by unwearied aspiration for the large diplomacy of business, with everlasting courtesy, alertness, tact, adjustment, and effort to attain intuitional ability.

The Round-up Will: developed by thought of the type, and by habitually finishing whatever is undertaken, and applying the round-up idea to large, practical concerns.

The Comprehensive Will: developed by auto-suggestion and by practicing as follows: In one lightning stroke throw willed attention, either in imagination or in actual life, over the whole of any situation, room, store, street, transaction, city, nation, enterprise, feeling the energy-sense adequate to the whole matter involved, which may be one thought out for the purpose, or one found in your business.

III.—DEVELOPMENT OF MAGNETIC POWER.

This subject also is too large for present elaboration, but it may be observed here that magnetic power exhibits in *** courtesy of manner, *** actual interest in other people, *** and the address of tact. **Tact is adjustment to the other man *** for the sake of his pleasure *** and your own ends.** *** To acquire these qualities you have only to act with the thought in mind, persisting in the effort, insisting on the goal. But the inner force of magnetism, indispensable to salesmanship, should also be cultivated. (See "Power for Success Through Culture of Vibrant Magnetism.")

THIRD METHOD OF POWER-MAKING: GETTING INTO THE SUCCESS-CURRENTS OF FINANCE.

The will-power that never surrenders destroys fear, worry, discouragement and doubt, and it develops within the man a psychological power which attracts unseen forces in the world of business. The subjective self, confident, expectant, compelling, swings in its own direction vast movements of the universal sea of mind, if it has that faith which is "like light, given

off by a dynamo running at a certain speed." All success-mind gravitates to all other success-minds, and ultimately wins success greater than can be accounted for by merely material instruments. This mighty law waits to serve you. But you must harness it by indomitable will.

PART II.

SALESMANSHIP AND THE WILL.

All salesmanship brings about adjustment of the various wills involved to the purpose of actual sales. The salesman is a go-between, having one or more wills, including his own, at the rear, and one or more, excluding his own, at the front. This fact may be seen in the following (observe the position of wills) :

DIVISIONS OF WILLS.

(Own Will at Rear.) (Various Wills at Front.)

I. Wholesalers:

1. Manufacturer.
2. Jobber.
3. Publishing House.

II. Retailers:

4. Merchant.
5. Manager.
6. Clerk.

III. Special:

7. Correspondent.
8. Solicitor.
9. Canvasser.
10. Agent.
11. Advertiser.
12. Promoter.

The above division should be studied, so that (a) the position of rear and front wills in each case is clearly thought out (as, Manufacturer: wills behind—his own, producers of raw materials, etc.; wills before—jobber, merchant, employees, etc., and so on); (b) the position of the reader's will with reference to others is distinctly realized; (c) action is made to correspond to such realization.

The practical use of the business will resolves itself into *** Power of Decision, *** Power of Continuous Determination, *** Power of Controlled Energetic Driving. *** The will thus made manifest is already accompanied by *** Courage *** and Confidence. *** And such will, in pre-eminent success, infallibly possesses the power of Magnetic Attraction. As these factors are specialized in given directions—that of the merchant, or that of the promoter, etc.—the appropriate compound, **Magneto-thought-will-power**, appears, particularized in some one of the specific phases of the will, as, Magneto-thought-drudging-will-power, or, Magneto-thought-faith-compelling-will-power, and so on.

The various orders of salesmen will now be taken up.

To each of the sections following, Part I is prefixed as essential.

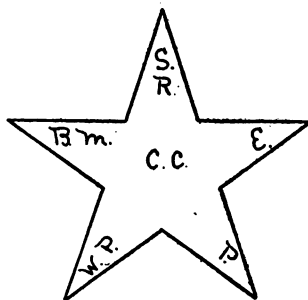
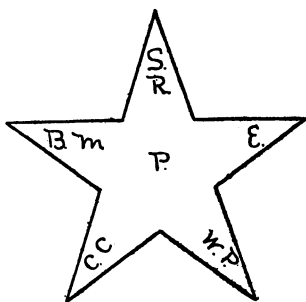
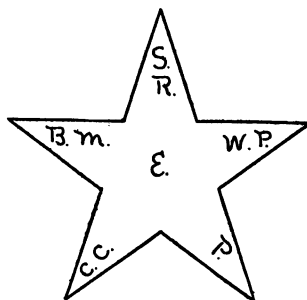
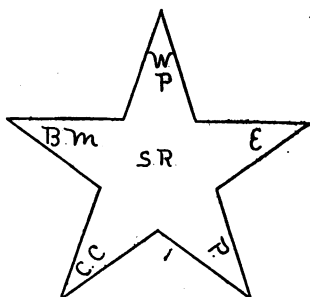
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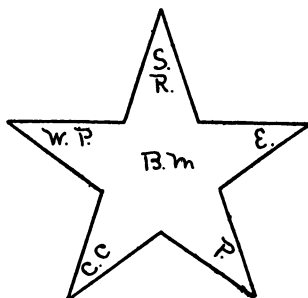
THE MANUFACTURER.

Formerly the manufacturer produced his goods by rather easy-going methods, and waited for the customer to come after them. His methods must now be modern, and he must hunt for his customers with every ounce of business energy and skill possessed.

Passing all questions preliminary to sales, as, location, materials, machinery, freights, expenses, etc., the problem of disposal of products makes immense drafts on executive ability and force. The manufacturer must know, *** better than anybody else on earth, *** himself, *** his own business, *** and, as well as the wisest, *** all related businesses, *** all related science, inventions, improvements, *** business in general, *** human nature *** and modern advertising.

Indispensable, therefore, are the five points of willpower, Self-reliance, Energy, Persistence, Courage-Confidence, Business Magnetism.





These qualities may be developed, and the following methods are suggested:

1. Study, by the manufacturer, of his own will: defects, weaknesses, strong points, etc. The thing men know least about is themselves.

2. Correction of faults. That hurts—and pays.

3. Strengthening of weak places. Forge a new link in the chain.

4. Banishment of fear, worry, depression, etc. These are devils in business.

5. Cultivation of the habit of swift deliberation and prompt decision on everything that comes up. The early worm is too slow.

6. Development of persistence by putting through unimportant matters. Tall oaks from small acorns grow.

7. Culture of the energy-feeling as suggested on page 12, in Part I. Dry-rot feels good—till death quiets it.

8. Growth of the comprehensive will (see page 16), swift as lightning. A good hen covers all her eggs at once.

9. Culture of courage-confidence by throwing the energy-feeling into anticipation of success and into the affirmation: "I am a live proposition!" Backbone lights phosphorescence in the eyes.

10. Cultivation of business magnetism. Many a man puffs himself out on the pooh-pooh.

II.

THE JOBBER.

Successful jobbing is a rapid and constant transfer of values for profit, secured through incessantly alert push and pull. The jobber must draw business and drive sales. He requires, therefore, knowledge similar to that indicated for the manufacturer, but he must have the market inside his soul all the time and be "all over the place" for seizure of every advantage. His chief requirement is

Energetically applied winning methods of handling men.

Whatever these methods may be, they are rock-built on reliability. Lord Chatham said that "if the devil himself held government stock, England must keep faith."

The handling of men always proceeds on the basis of appeal to their interests, but that appeal also calls for tact and personal force. Jobbing demands **Magneto-thought-adjusting-will-power**, and the jobber must exhibit drawing, driving, alert adaptation of a powerful will to the business in hand in every detail, and incessantly and increasingly.

The acquisition of the adjusting will issues mainly from experience, but methods may be suggested for directing the effort of development.

1. Study until reasonable mastery of any selected line of *** manufacturing, *** or merchandizing, *** or stocks, etc., etc. It is what you don't know that defeats you.

2. Study of various classes of business men with whom you are in frequent contact. For every living man there is some one who knows how to handle him.

3. Study of particular individuals, and of those through whom they may be reached. The shortest way through is often the longest way round.

4. Study of specific departments and phases of business.

5. The practice of imagining business scenes, transactions, men, etc., and planning the handling of them. The circus depends on the advance agent.

6. Frequent review of experience for discovery of failures, successes, and causes of the same. Old ledgers hide innumerable explanations.

7. Cultivation of fixed purpose to acquire the art of will-adjustment.

8. The long-continued practice of throwing the will-feeling into the idea of personal adjustment.

III.

THE PUBLISHING HOUSE.

Increased cost of living, public libraries, competition, and the uncertainty of the public taste, throw the publisher more and more on the resourcefulness and will-factors of the manufacturer and merchant, but he is compelled today to smother or modify the literary traditions of his business by the modern spirit and adaptability of commercialism. "Doing business at

the old stand" often means that the one-time front is now a financial back-yard.

And the publishing house that is not noted for some mast-head specialized characteristic is yet in the stage of guessing.

These things being observed, the publisher as a salesman needs a will-compound which may be described as: **Courageous and Confident magneto-thought-will-power** aggressively applied in intuition of the popular literary taste or specialized requirements. This typical compound may be developed as below:

1. Study of types of men and women, and of individuals, for discovery of their literary motives and interests.

2. Study of classes with the same end in view. (What do given classes most desire? And why? And when? And how served?) Many critics advised against publishing "David Harum." The long-delayed book finally covered the continent. Are you after trade or academic distinction?

3. Study of masses with reference to tidal waves of desire; study of explanations; search for methods of dealing therewith. A publisher anticipating popular interest in science, issued a subscription book on "The Wonders of Nature." He was just a little ahead of the religious feeling of the country, and the venture failed. Then he merely changed the title of that book to "Wonders of Divine Providence," and the book sold handsomely.

4. Study of popular moods and the impulses of seasons and financial conditions and probabilities.

5. Study of the popular art-sense in regard to cov-

ers, colors, decorations, type, page-make-up, and similar items.

6. Study of the popular psychology as embodied in motives, interests, needs, suggestibility, and the under-currents of the crowd.

7. Study of the practical psychology of advertising.

The purpose of such suggestions is the development of intuition through determined effort therefor. In the meantime it is urged that greater attention than is usual be given the sub-conscious self of the publisher. The mind should frequently be quieted, "the street" shut out, and an inner listening, perceptive attitude assumed. It thus becomes a Marconi "receiver" to those forces of the literary and business world which, however the thought may be derided, reveal themselves most clearly and potently, not through the ordinary visible, but the invisible—and none the less practical.

IV.

THE MERCHANT.

Prime requisites of the successful merchant are (a) ability to cover by the will in a lightning flash every department of his business and the entire situation at any time, (b) ability of instant adjustment to men, conditions, and markets, (c) ability instinctively to gather the present passing demand for trade. Methods of acquiring may be suggested as, for (a), persistent mental practice, for (b), the study of experience, for (c) business activity and development of subjective instincts.

The **magneto-thought-will-power** of the merchant specializes in **tact**. He is a living illustration of the

star of power in which tactful address is the emphasized secret of success. See the figures on pages 20-21, placing the tact-will-power in the center. This tact-power is omnipresent, vital, resistless, ceaseless, will vibrant from basement to roof, from office to remotest customer and representative, and always it insists and affirms: "The buyer must be pleased," and "Our sales are as certain as law."

Tact-will-power must be acquired largely by effort directed through practical affairs, but simple will-power may be analyzed into various essentials as below, and the results will serve as guides to such effort, having always especially their application to tact in view. Thus—

1. **Energy is inherent power.** For culture of the energy-feeling see page 12, Part I.

2. **Force is active power.** Developed by multiplying self into every department of the business.

3. **Firmness is controlled applied power.** Put the idea of the strong, even hand-grasp on a weapon or tool into the handling of people and situations.

4. **Independence is superiority over foreign power.** Developed only by deliberate, persistent growth of such consciousness and by conduct free from dependence.

5. **Self-reliance is confidence in personal power,** and is grown by openness of opinion coupled with valuation of one's own judgment.

6. **Resolution is courage-power and confidence-power united,** and is unfolded by incessant mental affirmation: "I can *** and I will, *** and the thing shall be done!"

7. **Determination is power applied and held.** Cul-

tivated by doing all sorts of things clear to the end, whether important or no, every day for months.

8. **Decision is power promptly applied.** Acquired by exercise of quick observation and swift deliberation and forced choice, followed by instant action.

9. **Persistence is continuing power.** Attained by bringing to best finish every detail, no matter how trivial.

10. **Endurance is resisting-power.** Brought about by declining, with great energy, to yield to contrary solicitation.

11. **Daring is power loosed in full.** Cultured by letting go full physical power, by throwing self resolutely into certain kinds of action concerning which you are fearful or nervous, by contact with daring men and situations, and by brave thought concerning big ventures.

12. **Push is overcoming-power.** Secured by the habitual energetic thrusting forward of self and business.

13. **Restraint is power balanced by power.** Cultivated by attending to reasons for caution and self-control.

14. **Tact-Will-Power is personal ability nicely adjusted to other wills for the sake of pleasing and winning.** It is all the above powers finessed in action. That is pre-eminently the merchant's art of arts.

V.

THE MANAGER.

In a general way the type of will required by the manager depends on the kind of business under him. Bossing a road-construction gang differs from the

management of a young ladies' seminary. Nevertheless, this variety of will-power is chiefly managing. Any man may wheel a barrow, but an expert only can drive a coach-and-six.

The ability to control, here demanded, is not merely that of restraint. The fairly good manager continues the business under principles established for him; the plus manager charges the whole enterprise with controlled, directed energy aiming at improvement all the time on all lines.

The executive compound requisite, then, is **Magneto-thought-control-stimulating-will-power**.

Methods for developing this compound may easily be indicated, but their realization demands that the "last half of intention" promised by determination shall be completed through dogged persistence.

In the first place, the comprehensive will (see page 16) must be acquired.

In the second place, the personal will must resolve with all available energy:

1. "That I will forthwith become **indispensable** *** to my employer, *** his patrons, *** clients, *** or customers.

2. "That, to this end, I now **identify myself**, not only formally, but actually, with my employer's interests.

3. "That I now devote my Magneto-thought-will-power to the aim of **handling employees**, situations, values, for the *** sale of goods, *** satisfactorily to my employer *** and all his customers.

4. "That I now **improve** my ability and devotion as manager according to honestly sought best opportunity."

In the third place, these resolutions must focus in the handling of men. This demands *** Study of the people under you, their histories, peculiarities, circumstances; *** Study of the people who are possible customers; *** Inspiration of confidence in the two classes; *** The union of courtesy with firmness; *** Discovery of the particular way in which individuals wish to be handled; *** (each man has his own notions about that; there's your handle); *** Control exercised from above, but seemingly on the level, yet adapted to respect; *** That habitual deception which makes men think they wish of their own accord to do the thing you have secretly willed; *** Creation of a general feeling among the people under you that the management is actually in their interest; *** The reward of service surely and largely; *** The discipline of failure inevitably and rightly; *** Discovery of mainsprings of feeling (duty, fear, friendship, gratitude, self-interest, etc.), and corresponding appeal; *** Mastery of self; *** Disregard of likes and dislikes; *** Even temper; *** Superiority to jealousy or enmity; *** Non-permission of argument, criticism, etc.; Fearlessness that is free from boasting; *** Courageous confidence concealing possible egotism; *** Ability to inspire devotion to the concern and to maintain the esprit de corps of combined power.

Here are practical regimes which may be mastered by incessant auto-suggestion, *** imaginative thought and planning for realization, *** and persistent attention to the ends in view during actual business. The faith that achieves—what is that? “Faith means a thousand volts of electrical power with an alternating current. It's a question of energy.”

VI.

THE CLERK.

The typical will of the clerk involves, more or less, all the main phases, but specializes as **Magneto-thought-will-attracting-power.**

Behind the counter this type requires *** promptness, *** patience, *** fidelity; as addressed to the public, *** personal attention, *** unvarying courtesy, *** manifest interest, *** tactful friendliness *** or reticence, *** according to circumstances; *** and always, power to ignore minor conditions of self, as, moods, feelings, fears, worries,—all controllable by persistent effort and the affirmation, "All is splendidly well;" together with ability to remain unmoved by "eccentricities" of the public, as, stupidity, anger, indifference, and so on,—every phase of which may be repelled through reiterated insistence, "None of these things disturb me in the least."

Thus is suggested the negative side of agreeable salesmanship. The positive side calls forever on the tireless will to please—and to go right on pleasing.

The ability to please depends simply on the determined will to please. The one way in which not to do it is to dwell on the idea of not **being** pleased. If self is ignored and the other person's smile is hunted for as a real prize, the following methods will prove effective. But, remember, these means demand *** persistent concentration of thought on each of them, *** persistent effort to realize each particular in private, *** and determined use of results in business life. Thus—

1. The idea of sensible agreeableness in expression

and manner should be gotten thoroughly into permanent consciousness. Method: repeated thinking about it in details.

2. The effort to throw such expression into the features should long be practiced.

3. Similarly with a frank and friendly look in the eyes.

4. The corners of the mouth should be educated up instead of down.

5. The art of putting attractiveness into the voice should be studied.

6. Thus also with physical movements and attitudes calculated to please.

7. The mask which shuts out the disagreeable and ridiculous should be donned when necessary.

8. The clerk should try to think of self in the other person's shoes, and to inspire confidence in salesman and goods.

9. The clerk should develop, through affirmation within, "You desire to purchase, and you will," a buying atmosphere throughout all his neighborhood.

To the above suggestions, it may be added, that common sense is, of course, assumed, action should always correspond to the thought indicated, and private effort should be carried over into business affairs.

On the stage it is drudging attention to minute details that wins success. Not less important are these particulars in the clerk's life. One who desired an extra holiday, wrote his firm that "he would resume his work with increased acidity." Assiduity in the cultivation of the attracting art displaces acidity—and prophesies promotion.

VII.

THE CORRESPONDENT AND SOLICITOR.

The correspondent acts abroad, and represents his principal, either on the basis of specific instruction and reports, or of agency more or less general. In the commercial sense his duties are not merely those of reporting, but those of representation as well.

Reporting correspondence condense to the following drafts on magnetic and brainy will-power: First-class printing and paper, *** because such tends to develop nicety, precision, accuracy, and exhibits prosperity; *** "Two-thirds of success is making people think you are all right;" *** Correct form and commercial language; *** Promptness and dispatch; *** Exact and full knowledge of what is to be said; *** The statement in a business way of exactly that; *** Condensation, clearness, definiteness (clear—free from foreign matters; definite—all parts made distinct); *** Language which the reader surely will (not must) understand; *** Comprehensiveness (facts, figures, situations, reasons, without omissions or redundancy); *** Business alone in business letters; *** Betrayal of no animosity or ridicule; *** (Writing holds over till doomsday); Diplomacy, toward principal or others; *** But concealment of the effort for.

The correspondent as agent must be able at a moment's notice to cover the whole situation by lightning will-power, *** and adjust himself and all involved to the required transaction; *** Be keenly alert to markets, probabilities, competition, and related business operations; *** Possess the judgment of sound in-

tuition and common sense, valuable precisely as it is uncommon; *** Be capable of instant and correct decision; and handle diplomacy in a large way on the field of his agency.

It therefore appears that the following types of will are requisite to the correspondent according to his duties: As **manager**, that of comprehensive business energy; as **broker**, that of alert adjustment; as **banker**, that of judicial decision; as **solicitor**, that of rapid persuasiveness; as **correspondent** in the large, responsible sense, that of diplomatic drawing power when running toward the public, and that of undeviating fidelity when running toward the principal.

Methods for acquiring such phases of will-power are: *** those of constant effort in practical life, *** but also those of subjective memory and development through auto-suggestion and energetic exercises.

The suggestion may be made thus: "I am determined to understand and possess in great effectiveness the—(Comprehensive) (Alert) (Adjusting) (Judicially Decisive) (Quickly Persuasive) (Absolutely Devoted) (Diplomatically Drawing) power of will." Only one phase at a time should be thrown into the affirmation. Time should be allowed for subjective absorption and educational development.

In the meantime, such resolutions may be put in practice as follows:

1. In endeavoring to cultivate swift comprehension, as, by instant foreseeing and planning of a walk, a day's business, an entire piece of work.

2. In practicing personal adjustment to situations sought out for the purpose.

3. In seeking artificial or non-business opportunities for rapid and correct decisions.

4. In practicing everywhere the effort for swift persuasiveness.

5. In imagining large conditions demanding diplomacy, and in thinking out every possible method for success therein.

These suggestions are based on laws of the human personality, having as ends in view developed and trained habituated tendencies and the surely accompanying result, cross-connections among all sorts of will-powers.

The solicitor as salesman must adjust to his absent employer's will and all clients' or customers'. His, then, should be the energetic, tactful, persuasive, absorbed, never-yielding assault of will-power for the sake of sales. Sometimes his business requires few interviews, but these promise large results. This order of solicitorship calls for the talents of court diplomacy; native endowments, keen and wide observation, varied and accurate information, astute subtlety, vivid foresight, lightning decision, instant seizure of advantage, the covered path, the commercial mask, indomitable persistence;—qualities mostly acquired from the careful study of experience. The lesser types merely reduce in degree the same requirements.

But these qualities demand, for development and for application, energy, *** system, *** ceaseless regularity of operations. No defeat should give pause, no success induce relaxation. When a hen cackles, she has already started in on the next egg.

VIII.

CANVASSER AND AGENT.

First-class canvassers possess a marked personal force—never noisy or agitated, always quiet, controlled, concentrated on the idea, "This person yields."

The end necessitates vigorous thought as to methods and means for making the same effective, with detail plans for campaigns, days' work, individual cases.

The latter requirement calls for knowledge of human nature, and deliberate use of the key—the fact, trait, weakness, hobby, and so on—through which sales are likely to be secured.

The use of such keys falls to tact, courtesy, shrewdness, adaptation, magnetism.

But the personal force it is that goes with the man, charges his atmosphere, concentrates all other qualities on the results of business, and first, last and middle, drives him through tireless, systematic drudgery. This is here the specific will-type.

Remembering, now, the law of subjective training (see page 9), the qualities thus indicated—power—thought — insight — concentrating will—magnetism—dogged persistence—may be unfolded as follows:

1. For personal force and will, develop the sense of internal energy as directed on page 12, Part I. Perfect control of body-movements through incessant attention and effort is also urged.

2. Knowledge of human nature may be acquired by practical study of individuals, observing features, hands, expressions, gestures, voice, language, etc., etc. This study ought to uncover prominent traits of

masses and classes, together with motives, avenues leading thereto, and the like.

3. The habit of fore-thinking and planning may be developed by arranging, for example, manner (acts) of dressing, eating a meal, conduct and topics of conversation during personal meetings, and so on.

4. Tact, courtesy and magnetism have already been sufficiently discussed, but the main question is, "How to avoid the disagreeable and to make every person contented with self and the occasion?"

5. Above all, the canvasser must, in order to secure even the means to success, cultivate indomitable, plodding persistence. The preceding instructions now settle to dogged, never-slighting push, from man to man, house to house, item to item, day to day. That sort of canvassing wins.

How long, it may be asked, nevertheless, can you hold your gaze on a spot on the wall without wavering? or your thought to a single fact or principle? Attention flits—returns—flits. Persistence in anything requires rest. The intention still exists, but the will is very properly turned out to grass—for the sake of getting back to business.

Inasmuch as the agent is often manager, correspondent, solicitor or canvasser, or all of these, the type, quality and power of his will are appropriate to those capacities, and previous discussions render unnecessary further treatment.

IX.

THE ADVERTISER.

Every successful advertisement exhibits practical psychology. The business of advertising is a science

—art aggressively applied by **faith-creating and assent-compelling magneto-thought-will-power**. This sentence indicates the type of will peculiar to the advertiser. The statement is awkward, but correct, as will appear in the following:

Successful advertising

- Must arrest and hold **attention**;
- Must arouse and spur **curiosity**;
- Must awaken and increase **interest**;
- Must appeal, more than possessed money appeals, to the motive of **personal gratification**;
- Must develop over-mastering **desire**;
- Must sometimes create **compelling appetite**;
- Must precipitate appetite into **action—orders**;
- Must represent **bona fide** values.

These eight indispensables throw into intense activity the law and force of **Suggestion**.

Suggestion operates in advertising through the body, *** the senses, *** the mind or its departments, *** and the life. The advertisement, therefore, should vividly and appropriately **suggest**, according to the specific use of the article offered.

It should expressly declare the idea of obtaining **necessities**, or securing **comforts**, or enjoying **luxuries**, or gratifying **special tastes**.

Beyond these aims, it must **create necessities**, **necessitate comforts**, **multiply luxuries**, and **develop new tastes**.

Advertising must find its avenues experimentally: publications, *** circulars, *** cards, *** posters, *** signs, *** devices, *** arrangements, *** and the like, *** and employ the right medium according to ***

goods, *** prices, *** masses, *** classes, *** territory, *** markets, *** demand, *** supply, *** civilization, *** susceptibility of readers, *** financial conditions, and so on.

The demands incessantly urged on the advertiser, therefore, are: (A) Knowledge of human nature; (B) Knowledge of business; (C) Knowledge of his own business; (D) Knowledge of the advertising business; (E) Knowledge of practical commercial psychology; (F) Inventiveness without limit; (G) Ability to exhibit his thought strikingly and suggestively; (H) The patience and endurance of the sure winner; (I) Immense courage; (J) Quenchless confidence and psychic faith; (K) Great and active but controlled energy; (L) Comprehensive alertness and timeliness; (M) Progressive adaptability; (N) Eternal push and persistence; (O) A tenacious will and the open mind; (P) Individual follow-up. These factors yield the initialized aphorism: Any Business Can Develop Enormous Fortune, Given Help in Journalism's Kaleidoscopic Language Made Napoleonic on Paper.

The handling of these personal qualifications for realization of the aims noted in the second paragraph of this section, becomes the task of the faith-creating and assent-compelling will. By this is meant, not alone activity and instruments calculated to inspire faith, but a personal willed feeling and attitude which are, as it were, conscious of faith in self and business, which always insist on faith in all readers, and which actually create faith by sheer force of the advertiser's personality projected into the spirit and atmosphere of his announcements, together with a willed affirmation

conveyed through spirit and atmosphere that readers surely will surrender to the suggestions made.

This statement presents some of "the inwards of psychology." Any successful man or woman or concern radiates faith and compulsion, and the process may operate through the materials of advertising as certainly as through any other means.

But the suggestion must act first on the advertiser. Other things being equal, his success may depend primarily on exactly such auto-suggestion. Let him develop enormous confidence in his advertising, and within his own mind affirm with the greatest assurance: "The people certainly yield to my suggestions-announcements!" and he generates actual power to win—if other essential requirements are reasonably up to standard. If he puts persistent, courageous holding-on behind the confidence and the affirmation, those requirements will sooner or later make good—unless he is too dull a man to be in business at all.

"See that sign," remarked one pedestrian to another. "I bought some of that soap the other day, and it is very good. It took the advertiser over a year to sell me one package."

A manufacturer had advertised with the same trade mark for years, expending hundreds of thousands of dollars annually. It was decided to save that expense. Instantly a rival increased his advertising, and proceeded to absorb the other's business.

Persistence wins. Buying tends to habit, and persistence in advertising fixes the habit. Now, a habit is a sure thing. The old-time "good-will" included in the sale of a business was largely habit on the part of customers. Persistence finally sets in one direction

popular trade forces. Advertising is a process by which one man induces the public to build homes, banks, a fortune for his exclusive use. But without ceaseless reminders, the people forget.

X.

THE PROMOTER.

“High finance” is the promoter’s true realm.

The type of will here involved is giant **Magneto-thought-will-power-daring** for great enterprises. But this compound works, for the most part, noiselessly, skillfully, exploiting itself only as a feature in the studied plan.

The gist of the promoter’s make-up may be summarized in ten points:

Knowledge—of human nature in masses, classes, individuals; *** of general business, *** and the peculiar kinds involved; *** of markets, securities, values, conditions, probabilities; *** of materials, cost, men, wages, prices; *** of laws and legislation.

Resourcefulness—by the large imagination, and by capacity for thought and the comprehension of things in bigness as well as in detail, necessary to the art of combination and the handling of men and situations, to the planning of operations and the utilizing of means and methods, with perhaps the trait of adaptability at the fore.

Persistent Force, large and tireless.

Alert Physical and Mental Watchfulness—for competitors, enemies, contingencies, opportunities.

Self-control, immensely developed—of body and mind, *** in dogged patience and endurance, *** in frankness, *** reticence, *** expression, *** use of lan-

guage, *** promises, *** contracts, *** sacrifice for the sake of the final goal, *** and in a never-ceasing grip on that goal—prefigured achievement.

Concentration—massing the whole man always on the one thing, withdrawing the whole man into himself, when necessary, “a thousand fathoms deep.” “Have you looked into his eyes—I mean when they’ve got that lack-luster expression? You can see a hundred thousand dead men in them.”

Courage enormous—without regrets, masking fear, worry, nervousness, embarrassment, and capable of relentless fighting, remorseless crowding, tireless endurance and exhaustless aggression.

Confidence unquenchable—in self, *** in the enterprise, *** in the outcome; *** especially a kind of great and deep faith which actually compels issues almost as steam or electricity compell them.

“All-over-the-place” activity, which utilizes every modern appliance of communication and travel, and makes the man felt incessantly at every point of the enterprise.

Presence—both in personal appearance and in all public manifests of the undertaking, as in office, advertisements, etc.,—forever suggestive of success and inspiringly forcing confidence.

This outline sketch, as its realities begin to be felt, seems to summon to its backing every right phase of the human will, and it certainly sucks up into itself the fifteen varieties of will-power which have been emphasized throughout these pages.

The following exhibit conveys to the eye those phases that are typical to the various orders of salesmanship, and every one of them is essential to the promoter—according to his personal make-up and the business in hand.

TYPES OF WILL.

PRE-EMINENT USE BY	GENERAL USE BY	SEEN IN
Canvasser.....	The Drudging Will.....	} Pure Will
Advertiser.....	The Persistent Will.....	
Manager, Clerk, Agent.	The Persono-Fidelity Will.....	
Advertiser Merchant...	The Faith-Creating Will.....	
Manufacturer Merchant	The Courageously Confident Will.....	
Merchant, Jobber.....	The Alert Will.....	
Clerk, Merchant.....	The Tactful Will.....	
Clerk.....	The Attracting Will.....	
Correspondence Adv...	The Assent-Compelling Will.....	
Manager.....	The Control-Inspirational Will.....	
Jobber.....	The Adjustable Will.....	} Magnetism
Publishing House.....	The Intuitional Will.....	
Solicitor.....	The Diplomatic Will.....	
Mfr. Mer. Solicitor....	The Round-Up Will.....	
Mfr. Mer. Fin's.....	The Comprehensive Will.....	} Thought

THE WILL IN HIGH FINANCE.

If the list is read from the bottom up, the value of the qualities as factors of personal endowment will follow that order. Drudgery, persistence, fidelity, are always indispensable, but they cannot alone make successful salesmanship of the highest type. Hence the importance of the remaining qualities, increasing from the faith-creating through the list to the comprehensive will of merchant princes, great manufacturers and Napoleonic financiers.

The promoter's will-power must embody the entire group in one astute, powerful, brainy, energetic, alert, persistent, intuitional, courageously confident, magnetic and daring personality. No factor in the list can safely be ignored, and all may be developed—within the limits of native birth-gifts, which are only discoverable through faithful effort—by any person who desires them enough to pay the full price of hard work. Let it be remembered that intention is not determination, and that in all effort it is "the second half that wins."

Methods for developing the above phases of will for salesmanship consist:

First, in devoting concentrated thought to each for many days until the subconscious mind has made that variety particularly attended to a permanent suggester of corresponding action.

Secondly, in invention of artificial plans or exercises for each phase, taking one phase at a time, together with faithful practicing of the same, say, for one month. This means a long course in personal improvement, but it will yield solid returns in power and

money. Nor need such work interfere with any busy man's duties. If even train- or trolley-time were taken, that would "put money in your purse." These things are not impossibilities. Throw confidence into your own brains.

Thirdly, in the endeavor to apply each quality, while sought in effort as above, to the actual concerns of every day's business.

Finally, the combination as a whole should be saturated with the spirit of controlled daring. Grant had daring;—but he was not reckless.

Above all is tireless energy a never-failing actor in the promoter's career. "The thing to do ('The Market Place') is to make up your mind carefully what it is that you want, and to put all your power and resolution into getting it—and the rest is easy enough. I don't think there's anything beyond a strong man's reach, if he only believes enough in himself." "The right kind of man, going the right way to work, can stand London on its head, as surely as I can burn this cigar. And I'm going to have a try at it."