

The Science of Approach

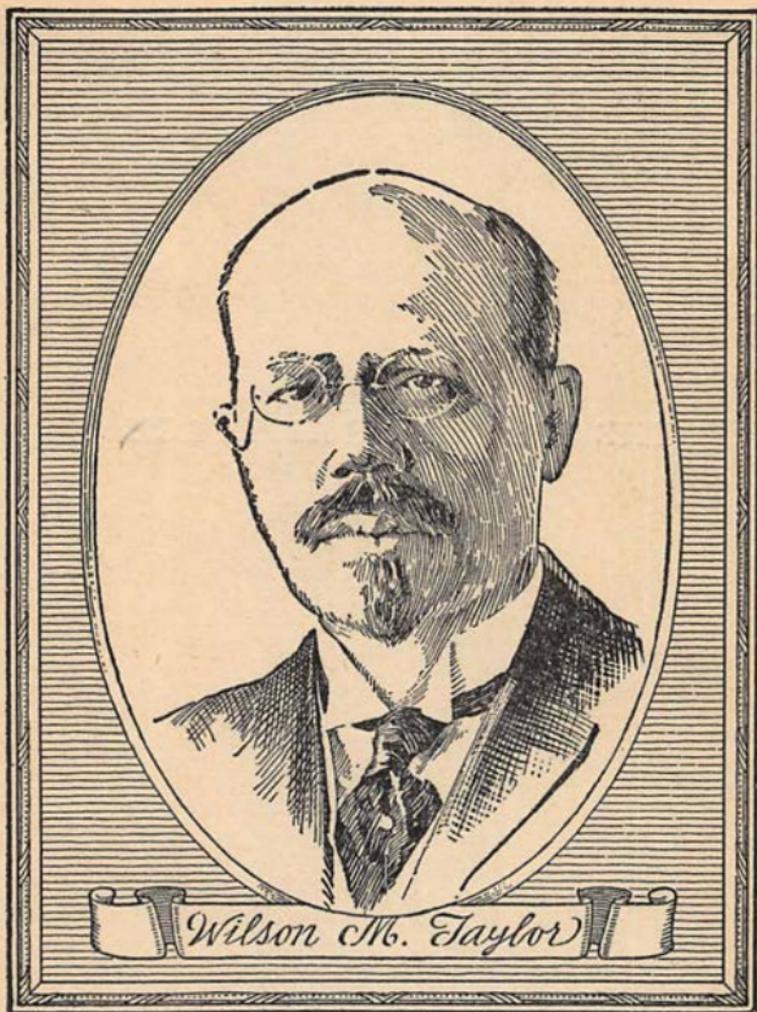
IN SELLING, DIRECTING
AND
EMPLOYING MEN AND WOMEN

by
Wilson M. Taylor

WILSON M. TAYLOR, INC.
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Wilson M. Taylor

FOREWORD

I HAVE been asked by many people whom I have had occasion to train, as well as by others who have heard me talk on the Art of Selling, to put some of my ideas into book form, so that a larger number of people might realize the advantage of understanding the scientific method of "Approach."

A number of times I have been asked, "Where did you obtain all of the ideas that you have regarding the subject of 'Approach'?" As a matter of fact, the principles that I have laid down in this book are the result of about fifteen years of experience as a Salesman, Sales Manager and Sales Efficiency Expert. I have made a very deep study of the other man. Carlyle called attention to the fact that there are but two studies, "Nature and Human Nature." I have read extensively upon the subject but have never taken anything for granted until I have tried it out myself. If it worked, well and good; if it did not work, I made changes in the plan until I was convinced that it was practical. I was fortunate enough to know the late Prof. Hugo Munsterberg, of Harvard University. He used to give me his ideas, along these lines, and I

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put them to an actual, practical test. Some of his ideas worked, some of them did not. Those that worked, I pass along to you; those that did not, I rejected. Theory is all right in its place, but theory has no place in this book because you, as salesmen, are interested in increasing your sales. It is only the practical that you are after.

A number of years ago I was introduced to Arthur Frederick Sheldon, of Chicago, and was persuaded to take his training. Before taking it, I was considered a sales expert, so I was a "doubting Thomas" in regard to its value. After I had finished, I was thoroughly convinced that Arthur Frederick Sheldon had hit upon the basic principles of scientific salesmanship. Later, I became Mr. Sheldon's general representative for the State of Michigan, with headquarters in Detroit. While there, I trained a great number of salesmen in all lines, specializing in Insurance, Real Estate, General Department Stores, Jewelry, Automobiles and Hardware. I also have made and am constantly making a direct application of these principles myself; in fact, at this writing, I am not only instructing men along lines outlined in this plan, but I go into the field with them and demonstrate that my methods are practical.

Later, Mr. H. B. Harper, at that time General Sales Manager of the Willys-Overland Co. of Toledo, heard about my work in Detroit and persuaded

me to organize and take charge of the Sales Efficiency Dept. of their company. This Department had charge of the training and development of all their salesmen and their distributors' salesmen. This afforded me an excellent opportunity for several years to give the acid test to my ideas of salesmanship, and the subject of "Approach," in particular. It was here that I made most of my changes.

When the war broke out, I volunteered my services to the War Dept., as an Efficiency Expert, and was placed in charge of employment and the training of employment managers of one of the most important Government plants in the country. I held an open mind and my ideas of "Approach" went through a further refining process. Since the war, I have been devoting all of my time as a Special Counsel along the lines of scientific training and selection of men and women, fitting the right man and woman to the right job.

I have found in my wide experience that there are two classes of authors, one, the theoretical type, who writes from his standpoint as to how he *thinks* things should be done without first experiencing them. This is the theory school. The other class takes exactly the opposite standpoint, and relies on practical experience. As you read this book, you will be impressed with the fact that I have adopted entirely this latter method. I am treating in this book only the things that I have tried out myself

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and have made use of in training hundreds of salesmen throughout the country. As a result, this book represents the systematic elimination of non-essentials and is the boiled-down experience of 15 years of practical application.

In the recent past I completed the training of a group of men who increased their sales ability over 800 per cent. in one week's time. Now, do not get the idea that by reading this book through once, you are going to increase your ability 800 per cent.

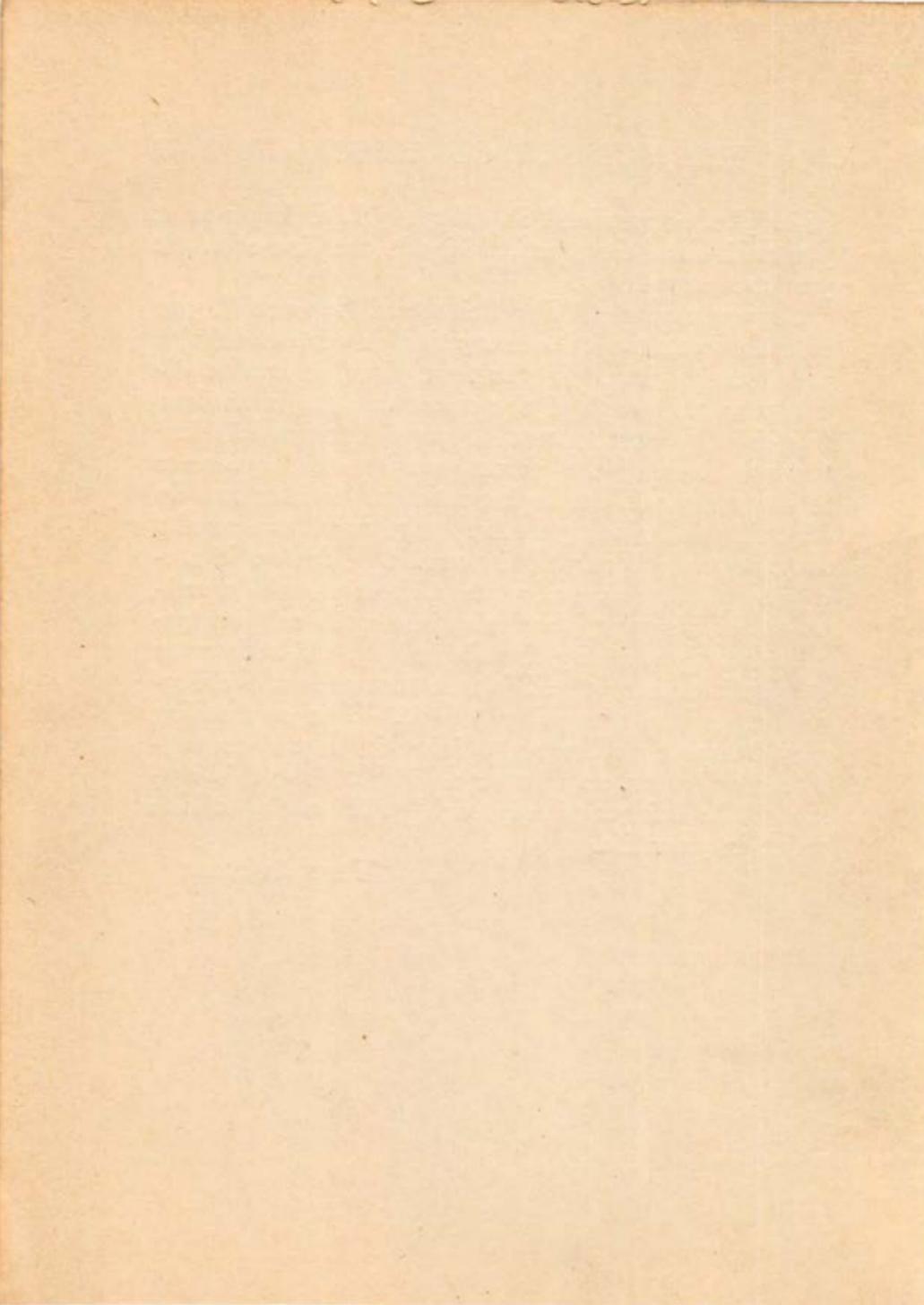
Two men may read this plan, make similar observations, enjoy like experiences, but differ greatly in success. It is said that all men are born equal, but about one minute after they are born, one will be a little ahead of the other mentally. Men differ in success because they differ in application. Application is a matter of habit. Habit is a matter of repeated action. Action is a matter of the will. Will developed to the point of action spells work. Work continued spells perseverance. Perseverance always brings success. You have not produced your best results because you have not yet done your best. In the doing of your best, you grow better. Better and best are identified only with work. Honest, earnest, enthusiastic work repeated day after day and month after month always brings results.

You may or you may not, at the start, agree with me in "The Science of Approach." All I ask is that you hold an open mind. When you try out the

principles as outlined in Chapter I, I know that you will see their practicability in the line of work you are now doing.

As you read the "The Science of Approach", you will observe that it is arranged with certain definite purposes in view. In the first place, it applies directly to the work of the salesman who is anxious to gain a greater success. Secondly, it has in mind the problems of the executive who seeks guidance in the matter of employing men and women and in directing and placing them so that maximum results may be secured for all concerned. Finally, it recognizes the extreme advantage, from a social standpoint, of knowing how to adjust one's self acceptably to the every-day life about him. Whether we realize it or not, it still is true that each and everyone of us has something to *sell*. The commodity may be merchandise, an opinion in regard to ourselves or others, an idea or an ideal. For this reason, "The Science of Approach" will have a definite value in your life.

THE AUTHOR



THE SCIENCE OF APPROACH

CHAPTER I

EVERY man has a door to his innermost thoughts; or, a better way of putting it, he has a gateway to his entire life. That gateway is absolutely locked, but there is a keyhole, and the one who has the key and knows how to turn the key can easily command that man's attention, arouse his interest, create desire and get action on the sale of his line. That key is the "Science of Approach," the "Know your man."

So, when calling upon your prospect, you will have a definite knowledge as to just how that man likes to be talked to. You will know whether he is a quick or slow buyer, whether he takes the long chance with big gains or prefers the close margin with no chance of loss.

The vital thing about the "Science of Approach" is that, if you find a weak point in yourself, you can build on it, make it a strong one. If you never find it, and it is still there, you are continually hurting your success. You do not know why you are not a success.

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You tell me that no two people are exactly alike. That which pleases one will offend another, and this is right; but tact is one of the greatest success qualities, *and tact is the art of saying and doing the right thing at the right time.*

Science has revealed the fact that, just as ten digits represent all combinations in numbers, and just as there are eight notes in the musical scale, so all people fall into four classes, as to classification. As the mathematician knows his figures and the musician his notes, so, through the "Science of Approach," you may come to know human beings as to classification; and thus attain the high in your ability to play upon the harp of the thousand strings, the human soul, as that particular soul wants to have it played upon.

Success in contact with men depends largely upon one's ability to judge them correctly, and then adapt oneself to their personality or environment. To be able to detect a man's strong points and his weak ones gives one an immediate point of contact, which is essential in getting favorable action on your proposition. The fit advance; the unfit decline. Advancement depends upon adaptability and decline upon inadaptability to environment.

To make it perfectly clear to you regarding the Science of Approach, suppose that I send you into a kennel where there are twenty dogs, ten of them greyhounds, and ten bulldogs. Now, you have

never been in this kennel before and I tell you to bring out all the greyhounds. You would not have any trouble in selecting the greyhounds from the bulldogs, would you? How would you be able to tell the bulldogs from the greyhounds? "Why," you say, "by the length of their legs, by the length of their hair, by the length of their heads and noses, by the width of their heads, by the length of their bodies and the general texture of their make-up." In animals, as in men, nature is simply expressing different traits of character in their make-up.

There are four primary classes composing human classification. They are the "light," the "dark," the "quick," the "slow." The study of the "light" and "dark" classes gives knowledge of man's rate of vibration. If a man is "light," we say he has a high rate of vibration, which makes a quick kind of force. If he is "dark," we say he has a low rate of vibration, which makes a slow kind of force. Study of the "quick" and "slow" gives knowledge of his mode of expressing his "vibration" force in action.

Objects that vibrate at a high rate of speed generate a high vibration form of force. Objects that vibrate at a low rate of speed are endowed with a low vibration form of force. The high vibration form of force we call "light." The low vibration form of force we call "dark." Any substance that is light, active, in a state of rapid motion, is said to be "light" and is charged with driving force. Any

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substance that is dark, in a state of repose, is said to be "dark" and is charged with a slow force.

To make it perfectly plain to you regarding the law of vibration, I take it for granted that you are reading this book under an electric light. You know that an electric light is an incandescent globe. Within that globe is one or more strands of carbon in a vacuum. You know that the carbon is black when the current is off, and, when the current is turned on, the carbon turns white, because the electric current changes the vibration of the atoms composing the carbon from a very low rate to a very high rate of speed. The carbon changes in color from black to white, simply because the rate of vibrations within the carbon has been changed from a very low rate to a very high rate.

Everything in nature is vibrating, from a very low rate as in stones, metals, etc., to a very high rate as in the delicate petals of a rose. Each individual, man or woman, has a definite and distinct rate of vibration. This rate of vibration can be changed temporarily at will by the individual, if he or she understands the law pertaining to the rate of vibration. The reason why you like some people, when you first meet them, is because their rate of vibration harmonizes with yours. For the same reason, you dislike other people, when you meet them, because their rate of vibration is not in harmony with yours.

A little later, I am going to give you a table, from 100 to 0, so that you can immediately determine the rate of vibration of each individual you meet and thereby adjust your own rate of vibration so that your rate will harmonize with his. To raise your rate of vibration, talk faster than you are naturally accustomed to, raise the pitch of your voice and accelerate the movements of your hands and arms. To lower your vibration, talk more slowly than you are naturally accustomed to, lower the pitch of your voice and hesitate from fifteen seconds to thirty seconds between sentences or words. Let all your muscles relax, and thereby you will lower your rate of vibration.

It is a well known fact that the nearer the equator you get the darker are the races of people, and the nearer the poles you get the lighter the races become. For a long time, there was a seeming contradiction to this law because of the fact that the Esquimaux have dark hair and eyes and skin, but still live in the polar regions. Only recently, the blond Esquimaux were discovered. They have flaxen hair and blue eyes, and it is now conceded that the dark haired Esquimaux are descendants of the Mongol type migrated from Asia across Behring Strait into North America, thereby proving, without question, that the colder the climate the lighter the type.

Every human being is generating a charge with a

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given kind of force. One person is generating a "Light" kind of force, another is generating a "Dark" kind of force. This force may vary as to degree (see scale printed on page 18) and may be changed at your will so as to harmonize with that of your prospect.

The difference of disposition of the two classifications, the "Light" and "Dark," are more easily accounted for when one understands the form of force which determines each.

The "Light" type is vibrating at a higher rate of speed; consequently, he generates his energy in a vigorous manner. He is necessarily active and changeable. He is radiant, optimistic, hopeful. All his activities will be characterized by quickness.

The "Dark" type is vibrating at a slower rate; consequently, he generates and expresses his life more slowly. He is constant in his friendships, concentrated and slow. He, literally, does not live as fast as the "Light" type. He is less optimistic but more constant.

THE "LIGHT" AND "DARK" CLASSES AND HOW TO DETERMINE THEM

The distinguishing characteristics of the "Light" classification are transparent skins, white, ruddy or florid coloring; light brown, auburn or red hair; blue or gray eyes.

The distinguishing characteristics of the "Dark" classification are brown, olive, dark or swarthy color; dark brown or black eyes; dark brown or black hair. Persons of this classification are remarkable for concentration of mind, self-control and dignity, seriousness of disposition and constancy of affection.

The following characteristics of the "Light" should be noted. They are inclined to avoid hard tasks, that is, tasks which take considerable hard work. They seldom have the patience necessary to become deep students. They learn quickly, however, grasping instantly the significant thought of a subject and, from their great versatility and flexibility of mind, often become great leaders.

The "Dark" classification, on the other hand, having less love of publicity and greater feeling of personal responsibility, do not seek public places but are inclined to industrious pursuits and are much less luxury-loving. Their tendency is to take life more seriously. They are students, investigators, plodders. It is to this type, that we owe almost all technical learning, patient research and scientific discoveries.

A person of the "Dark" classification enjoys the association of a few close friends, a companion or two, or will be content to spend a large portion of time in study by himself. He enjoys animals, children, the woods and fields, and is, therefore,

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found less often in places of amusement than the "Light" type. The "Light" type usually is hopeful and optimistic; the "Dark" ordinarily is more cautious and prefers to take no chances.

To enable you to form an accurate judgment as to the degree of "Light" or "Dark" possessed by any given individual, I have expressed the different degrees, as near as possible, in a rate 100 schedule; rate 100 to 60, "Light"; rate 50, balance; rate 40 to 0, "Dark."

- Rate 100. Albino. White hair and skin, pink eyes.
- Rate 90. Flaxen hair, light blue eyes, pink skin.
- Rate 80. Golden hair, blue gray eyes, fair skin.
- Rate 70. Red or auburn hair, blue gray eyes, freckles, ruddy skin.
- Rate 60. Light brown hair, dark blue eyes, tinted skin.
- Rate 50. Brown or black hair, gray eyes, medium light skin.
- Rate 40. Brown hair, light brown or hazel eyes, medium skin.
- Rate 30. Dark brown hair, dark brown eyes, brunette skin.
- Rate 20. Black hair, black eyes, olive skin.
- Rate 10. Brown race, yellow race, mulattoes.
- Rate 0. Negro or black race.

Now, do not think that I am going to teach you Phrenology, or that I am going to lead you into the

realms of Spiritualism, because there is nothing that is farther from my mind than the mystical. I could have nothing to do with it unless I could put the ideas into practice, which would mean increased sales. As a salesman, you are interested in this book in the direct proportion that it helps you increase your sales.

It is important that you find out just what your own rate of vibration is. I would suggest that you use the table above to find out your own natural rate of vibration and write it in this book. (My rate of vibration is.....)

Between two extremes, the Albino and the Negro, are contained all the races of people. The Albino manifests, to an extreme degree, all the characteristics of the intense "Light" force. The Negro manifests all the characteristics of the "Dark" force. As mankind approaches the balance, as represented by the table, we have a modifying of these extreme characteristics. I cannot see that either type has a monopoly of all the good things of life, or that one is better than the other.

Difference in the rate of vibration explains why some people like you and others do not. As for example, one man will have a very high rate of vibration (rate 80). The other man may have a very low rate of vibration (rate 30). The man with the high rate of vibration becomes irritated because the man with the low rate of vibration talks

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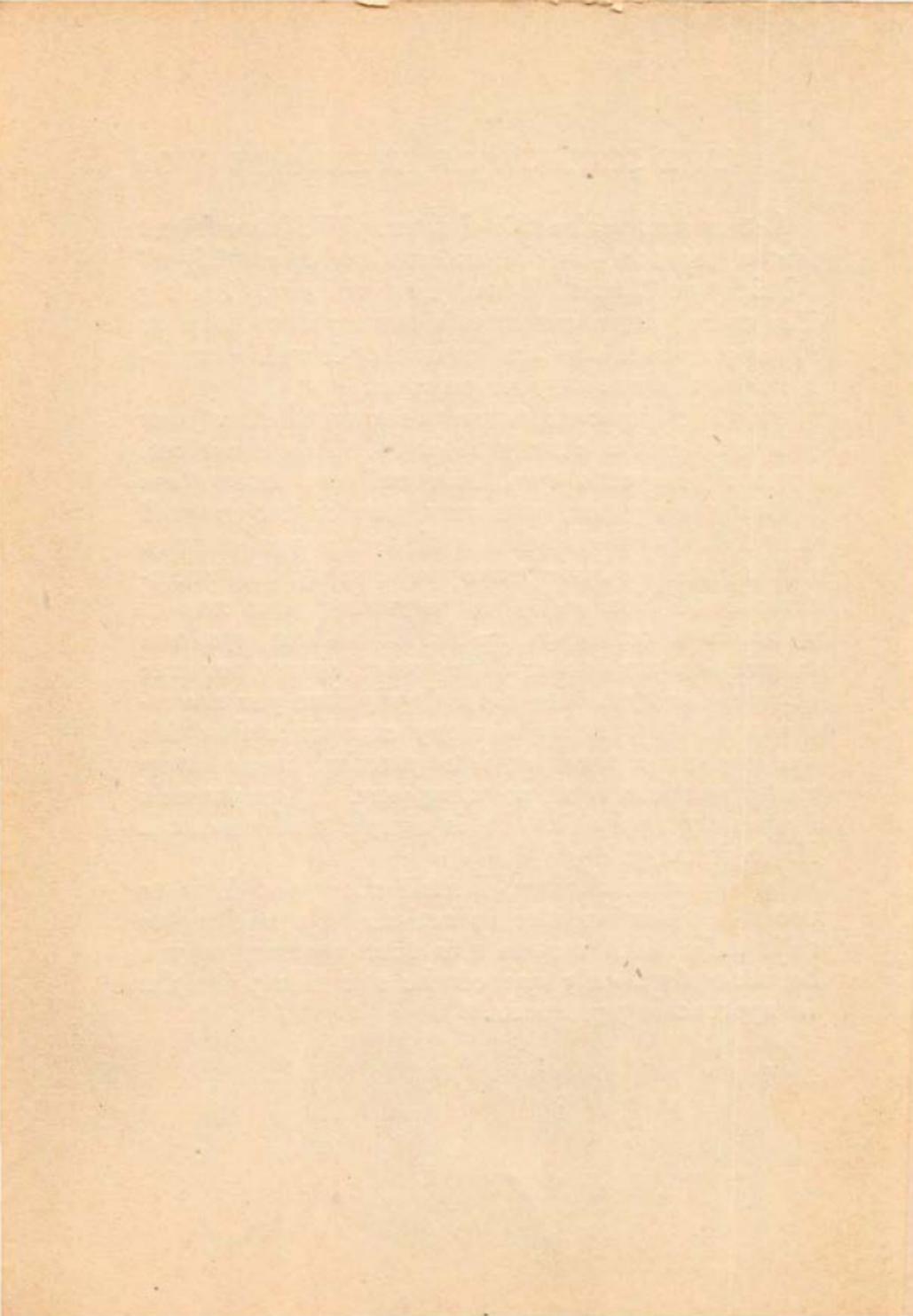
so slowly, while the man with the low rate of vibration becomes irritated because the high-rate-of-vibration-man talks so quickly. As a matter of fact, neither of the men understands just why he is irritated. Whereas, if one of them understood the principles that are given to you in this book, he could adjust his rate of vibration so that the other man would feel much more comfortable while with him.

When meeting your prospect, it will be of great value to you to find out his rate of vibration, and immediately adjust your rate of vibration so that it will harmonize with his. In doing this, you will be giving him what he likes, and he will naturally feel easy when he is talking to you. You are trying to make your prospect think as you think; you believe in the value of your product and before he will give you a check, and close the deal, he must think as you think. Hence, the better you can adjust your rate of vibration so that you will really become in "tune" with him, the sooner he will think as you do about your line. When you want to make a cat purr, what do you do? Why, you stroke its back. Could you expect the cat to purr, if you pulled its tail? So, give your prospect what he likes, *in the way he likes it*. Unprejudiced observation will soon convince you of the truth and practicability of these principles in the sale of your line or services.

Let us summarize this chapter. We have found that a prospect can be endowed with a "Light" (Quick) or "Dark" (Slow) kind of force. The big idea to be gotten out of this chapter is to raise or lower your rate of vibration so that it will harmonize with the rate of your prospect.

Now, it is not necessary to know whether your prospect's rate is exactly 50 or 70. As a short cut, if your prospect's eyes, hair and complexion are lighter than yours, you may take it for granted that his rate of vibration is higher, so you want to talk a little bit faster than you are naturally accustomed to. You will then be raising your rate of vibration to correspond to his. If his hair, eyes and complexion are darker than yours, lower your rate of vibration by talking more slowly than you are accustomed to. It has been my experience that this one chapter alone, put into practice, immediately works out in a most amazing way. You yourself can easily apply it. It is simple and practical. Begin it today.

In my next chapter, I shall show you how to use this vibration rate in action. Do not try to split hairs with me on this first chapter, as you have acquired only one of the scientific principles in approaching prospects.



CHAPTER II

IN our first chapter, we studied the prospect and found out that if he was rated from 100 to 60 he was of a "Light" classification and at 50 he was of the balance classification between "Light" and "Dark." If he was rated from 40 to 0, he was of the "Dark" classification. We found out that a prospect who was of the "Light" classification had a quick force. In other words, he was vibrating at a high rate of speed and expressed his life in a manner characteristic of his "Light" classification; and, if he was of the "Dark" classification, he would express his life directly opposite to the above ("Light") classification.

We now want to know how he will express that "Light" or "Dark" inherent classification in action. For this purpose, we study what I have termed the "Quick" and "Slow" classifications. The science of chemistry treats of substances as found in the mineral and plant world especially, and it is known that, generally speaking, substances or chemicals, which are sharp and penetrating, are quick in action; while substances or chemicals, which are mild, are slow in action and less penetrating. "Quick" substances produce decided impressions on the organs of sense, while "Slow" substances produce mild or less decided impressions on the sense organs.



FIGURE NO. 1

Quick Forehead, give him only facts. Quick Nose, good energy. Quick Chin, very fast action.

It is the universal law of nature that objects which are sharp are penetrating, "Quick," while objects which are dull and blunt are not penetrat-

ing, "Slow." This law applies, without modification, to man.

THE "QUICK" CLASSIFICATION

The "Quick" element expresses itself in sharp forms. The "Quick" element is indicated by the general sharpness of features. The face is sharp in profile. The forehead is most prominent at the eyebrows, withdrawing as it rises. The nose is prominent, high in the bridge or Roman. The chin is retreating. (See figure No. 1.)

People of the "Quick" classification, however, have great mental and physical energy. They are quick and active in their bodily movements. Mentally, they are keen, alert and penetrating. They are, usually, very decided in speech and action and, sometimes, abrupt in manner.

THE "SLOW" CLASSIFICATION

The "Slow" element is indicated by a bluntness of feature. The face is broad in general outline; dish-shaped in profile. The forehead is prominent and wide in the upper portion, medium in development at the eyebrows. The nose is snub. The chin is broad and prominent at the point. (See figure No. 2, page 26.) People of the "Slow" classification are inclined to be passive, deliberate, self-

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controlled, reasonable and reliable. They are companionable, and can do patient, plodding work without irritation.



FIGURE NO. 2

Slow Forehead, details only. Slow Nose, poor energy.
Slow Chin, deliberate action.

Now, do not get an erroneous impression from what I am telling you of these extreme classes. Do

not think that, if one is "Quick," one is necessarily bad-tempered and ill-natured; while, if one is "Slow," one is charming and attractive. This may or may not be true. One may belong to either class and be either socially attractive or repulsive.

Any feature (such as the forehead, nose or chin) which is "Quick," sharp in form, belongs to the "Quick" classification. Any feature which is "Slow," dish-shaped in form, belongs to the "Slow" classification.

| | | |
|----------|---|--|
| Forehead | { | (Quick) keen perception, quick thought, facts. |
| | | (Slow) slow perception, deliberate thought, details. |

Look at figure No. 1, on page 24. You know that this man has a quick forehead. It is a well known fact that the perceptives lie just above the eyebrows. It is by means of these that you perceive things; hence, they are called the perceptives. Now, the reflectives lie just above the perceptives, and it will be noted that figure No. 2 has the reflectives well developed. Hence, in talking to a prospect who has a "Slow" forehead, you should talk to him only in details because his perceptives are so small and his reflectives so large that he can make up his mind only after he has received a great many details about your product. On the other hand, in figure No. 1, his perceptives are so large

and his reflectives are so small that he can make up his mind only when you present to him the salient facts about your product. Here we have two different people. If you had one set sales-talk and that sales-talk was successful in selling one of them, you may be sure that you would not sell the other whose mind works in an absolutely different way. Hence, your efficiency would be about 50%; but, when you change your methods of approach and talk to each prospect as *he* wants to be talked to, you cannot fail to increase your selling efficiency.

Nose { (Quick) active lungs, good energy.
 (Slow) passive lungs, poor energy.

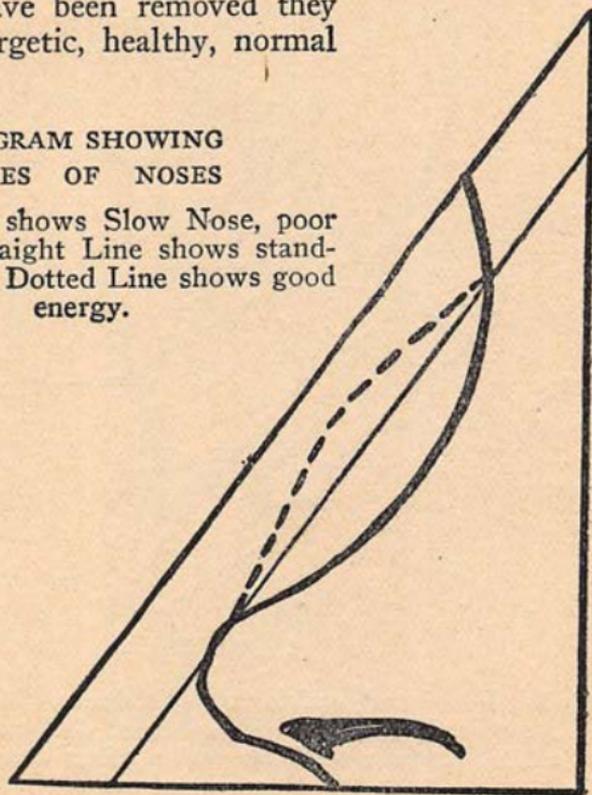
Don't give too much attention to the nose when you are using these principles in selling; they will help more when you are using them in employing men and women.

Look at the diagram on the opposite page. A straight line represents a well-balanced nose. The dotted line represents the "Quick" nose; the heavy line represents the "Slow" nose. It is a well-ascertained fact that you receive your energy from the amount of oxygen you can get into your lungs by breathing and you will note that a man who has a "Quick" nose (see diagram, dotted line) will have more energy than a man who has a "Slow" nose (see diagram, heavy line). If your prospect has a

“Slow” nose and a very broad face, he will have more energy than a prospect who has a “Slow” nose and a very narrow face. Now we are starting to split hairs with you. Perhaps you have noticed that children who have had adenoids were very listless, with very poor energy, but after the adenoids have been removed they became energetic, healthy, normal children.

DIAGRAM SHOWING
TYPES OF NOSES

Heavy Line shows Slow Nose, poor energy. Straight Line shows standard energy. Dotted Line shows good energy.



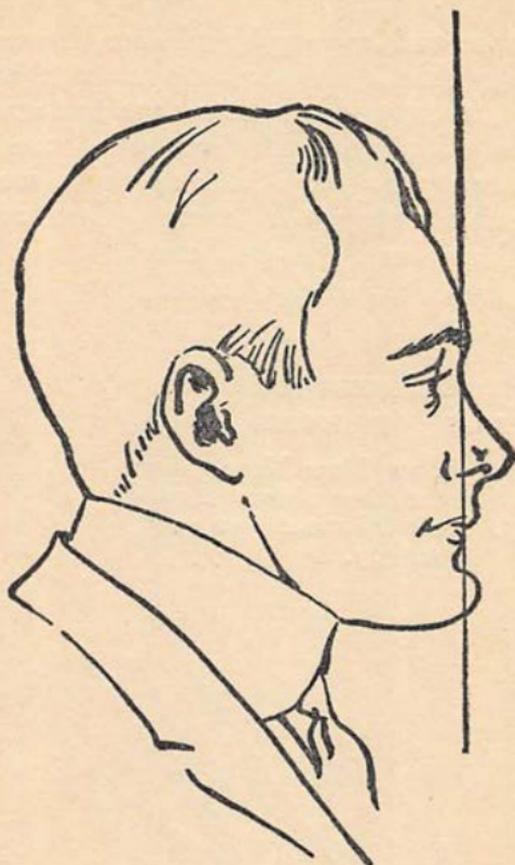


FIGURE NO. 3

Quick Forehead, quick thought, facts. Medium Slow
Nose, fair energy. Slow Chin, deliberate action.
This man would act only after considerable
pressure.

Chin { (Quick) excitable heart, poor endurance,
 quick action.
 (Slow) steady heart, good endurance, slow
 action.

Physicians tell us that when one has an excitable heart he has very quick action but not much endurance; but it has never been fully explained why it is that one having a quick chin, as you will note in figure No. 4, page 32, always has an excitable heart. However, you will have to take this as a statement of fact, as I have found it to be absolutely correct in thousands of cases.

So, when your prospect has a "Quick" chin, be careful not to make any statement that will give him an opening to say that he does not want your product. On the other hand, in figure No. 3, you will note that he has a "Slow" chin. His action will be extremely slow; and, while he will tell you he has made up his mind to buy the product, he will want you to come back to see him some other time, because his action is so very slow and his endurance is good. Hence, you will have to bring to bear upon him all the "do it now" arguments that you have in your sales ammunition. But, if you persist, he will take action and make the investment. Of course, you must remember that your prospect may have a combination of different classifications such as (see figure No. 3, page 30)

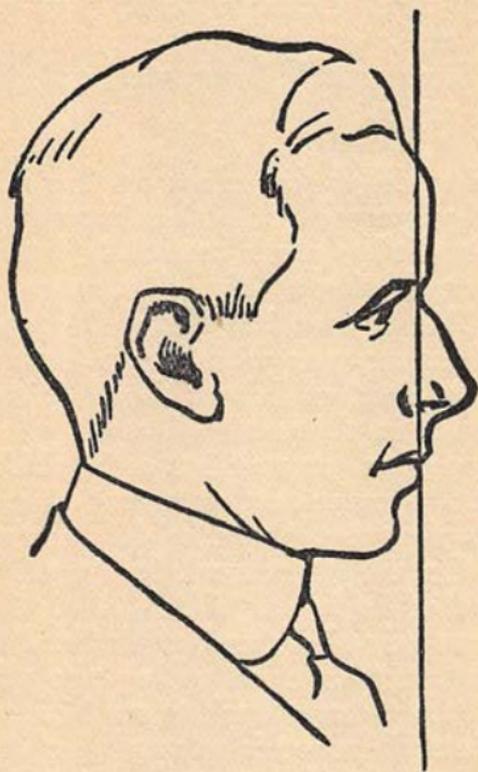


FIGURE NO. 4

Opposite type of figure No. 3, Forehead Slow, nothing but details. Nose Quick, good energy. Chin Quick, quick action. This man will make mistakes as he will take action before he has made up his mind.

"Quick" forehead, facts; "Slow" nose, poor energy; and "Slow" chin, deliberate action; or your prospect may have (see figure No. 4, page 32) a "Slow" forehead, details; "Quick" nose, good energy; and "Quick" chin, quick action. Here is a type of man who will make mistakes. He has a "Slow" forehead and requires a great many details to make up his mind; however, he has a "Quick" chin, quick action, and is likely to jump at conclusions and act before he has fully made up his mind. Then, when he finds he has made a mistake, he will say, "I did not think," which was exactly the truth. In fact, some men only think they think they think.

In sizing up your prospect, you will be able to tell the "Quick" face from the "Slow" face if you will draw a mental line straight up and down from where the nose joins the face to a point so that it splits, exactly in the center, the little wing on the side of the nose, that is, the little hump just above the opening of the nostril. See figure No. 1, page 24 and you will notice that the forehead slants back from this line and the chin also slants back; hence, you can tell that figure No. 1 has a "Quick" forehead, facts, and a "Quick" chin, quick action. In figure No. 2, page 26, you will note that I have drawn the same line and the forehead bulges out beyond the line and the chin protrudes beyond the line. You will also notice that the nose drops below the straight line, showing that she has a "Slow"



FIGURE NO. 5

Forehead extremely Quick. Give him nothing but facts.
Don't bother him with any details. Nose Medium
Slow, fair amount of energy.
Chin Slow but not quite as
Slow as in figure No. 3.
His action will be
deliberate.

nose, poor energy. In figure 3, page 30, the forehead slants back of the line showing that he has a "Quick" forehead, but not as "Quick" as in figure No. 1, page 24, and the chin comes out beyond the line, showing that he has a "Slow" chin, but not as slow as in figure No. 2. Also, note figures No. 4 and No. 5, pages 32 and 34.

Out in the garage, we have certain machines, tools, or instruments with which to accomplish a given kind of work; we turn nuts with a wrench, drive nails with a hammer, grind in valves with an instrument made especially for grinding valves, and tighten screws with a screw driver. All of these instruments are made to turn out certain kinds of work, and, in the hands of a skilled workman, can be made to accomplish successful results; but, if the workman is not intelligent or skillful, and attempts to drive nails with a screw driver, or to tighten nuts with a hammer, he will not accomplish much. He wastes time and energy and the results are not so good. "But," you say, "any man would know better than to be guilty of these blunders." In using mechanical tools no doubt he would, but how many thousands of people there are who do not know what kind of brains they possess or what kind of work they are best fitted by nature to do!

In making your observation of people, you must follow a system. Some gaze at an object for hours and gather very little knowledge about it, while

others get a whole fund of information at one glance. Learn to observe men and women for a purpose that you can cash. Our business is to take advantage of everything in observing our fellow-men so that we can handle them at a profit.

I will now "sell" an imaginary Mr. Doinquick, showing you how thoroughly this system can be worked out, using only what we have learned so far.

You will observe this imaginary Mr. Doinquick, who is sitting over there by the table. First, you look for his rate of vibration, and you see, at a glance, that he has auburn hair, blue-gray eyes, freckles, ruddy skin (rate 70). ("Light"). As he turns to look out of the window, catch a view of his face in profile, and instantly you classify it as sharp ("Quick"), that is, "Quick" forehead, "Quick" nose, "Quick" chin.

Mr. Doinquick's classified combinations are "Light," "Quick." This, you will remember, is the most active combination of classifications one can have. Mr. Doinquick looks the live wire that he is. You know he is a good prospect for your product. A little inquiry, on your part, reveals the fact that Mr. Doinquick is the manager of a large wholesale and retail jewelers' establishment. He handles the highest grade goods in the market, and is rated as a top-notch everywhere.

After thoroughly investigating his business by

making inquiries, you cast about for a business man of your acquaintance who will give you a letter of introduction.

You have presented yourself to Mr. Doinquick, and have gotten his favorable attention. At this point, I want to make something clear. We will say that Mr. Doinquick's rate is 70 and your rate is 30. In your particular case, what you have to do is to pull up your natural rate of vibration to 65. Talk just a little faster than you are accustomed to, raise the pitch of your voice, think out your plans so well that you will not have to hesitate. Know all the good points about the product you want to sell him and all the points about his financial situation. Furthermore, see to it that your vibration and his will harmonize.

You know that he has a keen intellect of the practical type, wants nothing but facts, has good energy ("Quick" nose); is optimistic and hopeful ("Light" classification); that he reaches his conclusions with lightning-like rapidity and is quick to act ("Quick" chin). Knowing that he is intense, always short of time, you dispense with tedious preliminaries and give him facts, facts, facts. Financial success is one way to measure a man's capacity for leadership, and, of course, he is determined to be a leader in his line. With this suggestion you touch his personal pride, ambition, love of conquest, all of which qualities are very strong in this class. You

now have him on the step to desire. Still he hesitates. Pleading lack of time to look into his financial problem, he tells you to come back to see him again. Of course, you know your man. You know how his brain works. You know that he changes his mind quickly, and you know that he shrinks from the drudgery of applying himself to the study of his stock. He says he will look into it before your next call. So, you don't let him have time to think; you dwell upon the fact that you have figures and the problem well in hand; and you will give him actual statements of just what the investment will do. Being a man of action, fully appreciating the value of time, he will permit you to render this great service, by signing on the dotted line. He decides ("Quick" forehead) and acts at once ("Quick" chin), in accordance with his keen, quick classification.

Your presentation of your project has been so skillful and masterful, that you have completely won Mr. Doinquick's confidence and he is delighted with his investment. He has a keen sense of satisfaction, so he gives you a line to his friend, Mr. I. M. Slowman, who has a retail and dry goods business.

Now for Mr. Slowman. Knowing the great value of sizing up your prospective customer, you make a point of seeing Mr. Slowman before you call upon him. In order to do this, you go to the club where he usually eats lunch, and a friend points him out for you. You observe that Mr. Slowman has dark

brown hair, dark brown eyes, brunette skin (rate 30). As he turns to order his dinner, you observe that his face is distinctly dish-shaped in profile ("Slow"). His classification, is "Dark", "Slow." He is the opposite of Mr. Doinquick. How slow and mild he looks! You have finished your lunch before he leaves the soup course. You make some inquiries about him and are told that he is a top-notch in his line.

An hour or so after lunch, you present yourself at his office. He seems to have a great admiration for the keen Mr. Doinquick so you secure his favorable attention at once. From the position this man holds, you know that he must do an immense amount of work in the course of the day; yet he seems to have plenty of time. He is frequently interrupted, but, each time, he refers the matter to the proper department with the utmost care and deliberation. Knowing his classifications and just how his mind works, you may do nothing more at this call than talk a short time about his business or general topics, interjecting a few well-directed, curiosity-provoking questions as to his business problems in general. (Of course, you have made a study of his financial condition and you know it like a book.) You are tactful enough to insinuate yourself into his good graces, and thus secure from him an invitation to call again. You then convert this invitation into a definite appointment. You purpose-

ly drop a suggestion or two at this visit which sets him to thinking, so that when you return he is interested to know more about your product.

At your next call, you proceed to give him a thorough selling talk taking time to go into details (remember that he has a "Slow" forehead), giving him an opportunity to ask questions, and assuming the attitude of reasoning it out rather than of persuading him. He tells you to come back in a few days and he will decide.

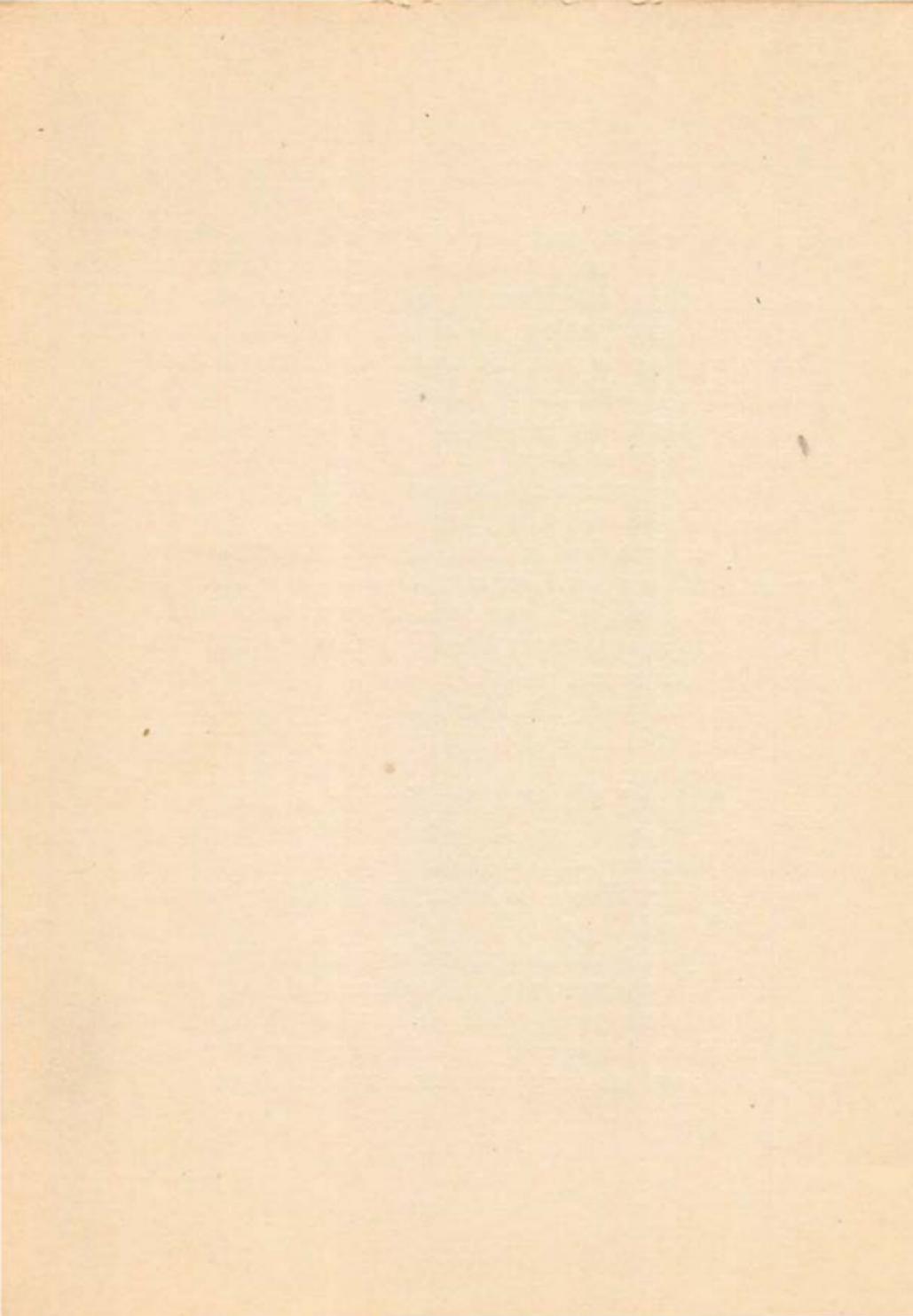
If you are a salesman untrained in the Science of Approach, you may fall flat at this time if you press him to act. But you know that it takes time to persuade a prospect of this classification so you are not the least bit discouraged. You know that his action is slow and he thinks slowly ("Slow" forehead, "Slow" chin), so you arrange to drop in a little later in the week something like this, "I understand how you feel about that, Mr. Slowman, and you are right. You want to see me next Wednesday." (Don't *ask* him if he does want to see you next Wednesday but give him the direct suggestion that he *does* want to see you.) If he says, "No, I am busy Wednesday," then suggest Thursday and Friday and right on down the list of days, until you find a day when you may call. The reason for this is that a man of this classification is slow to make up his mind and slow to act. If you give him seven days in the week to choose from, it rather muddles

him, so give him only one day at a time to think about, making it easy for him to decide. After you have found the day when it will be convenient for you to call, say, "At three o'clock I will call." You always suggest to him the time. Do not ask him, "What time shall I call?" As a matter of fact, he does not care to see you at all; hence, your suggestions to him must always be of a positive character.

When you return again, do so with perfect confidence that he will buy your proposition. Present yourself to him just as full of enthusiasm as you were when you left him on the previous visits. If you do this, you will get decision in action. Your proposition is never hurt by giving a prospect of this classification time to think it over. On the other hand, if you press him for decision the first visit, you will get it, but it will be almost invariably a negative one.

The "Light," "Quick" classification, as illustrated by Mr. Doinquick, must be handled very tactfully indeed (and tact is doing the right thing and saying the right thing in an emergency as the *prospect likes* to have it done).

When you learn to apply the principles, as outlined in this chapter, you will realize the great benefit and help they will give you in accomplishing the sale of more goods, and you will be eternally grateful to the writer for the services rendered you.



CHAPTER III

IN studying the head, the opening of the ear (external auditory meatus) is the point from which your observations must be carried forward. The external auditory meatus is the little point in the ear that you can feel by placing your finger in the center of your ear. It is a little piece of gristle that is fastened to the side of the face proper. You can get a fair understanding of it if you look at figure No. 7, page 44, at point B.

The external opening of the ear corresponds to the center of the brain. If a line be drawn from the opening of the ear directly through the head to the opening of the other, it will lack but a fraction of an inch of passing through the common center from which all the brain fibres radiate.

Heads may be classified into six groups: high, low, long, short, narrow, wide. High-headed men are ambitious and aspiring; they reach upward; they have high ideals and distinct views of right and wrong. It is a significant fact that men who accomplish great things and who uphold lofty ideals to the world are those whose heads are high. In educational lines, there are few men whose heads are not high. In approaching a high-headed man,

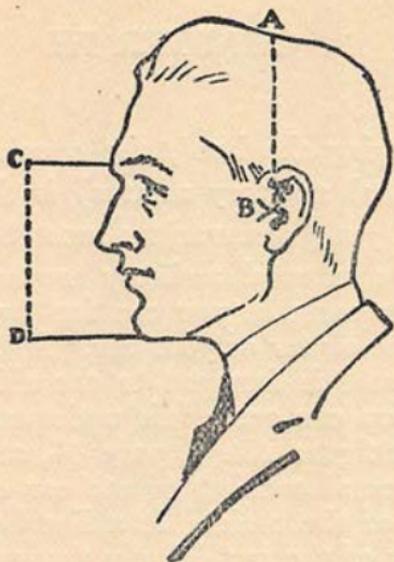


FIGURE NO. 7

High Head, High Ideals. Distance from A to B should equal distance from C to D. If higher, he has a very high head.

it is well to tell him about the standing of the heads of the different departments in the firm whose products you are selling, about their high ideals and the ideals of the firm in general. Here is your opportunity to use your imagination along the line of high ideals.

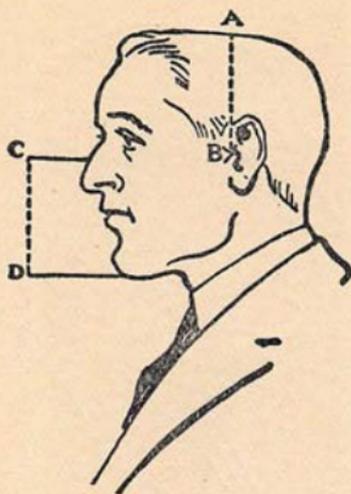


FIGURE NO. 8

Low Head, Low Ideals. Distance from A to B should equal distance from C to D. If lower, he has a very low head.

To ascertain whether a man is high-headed (see figure No. 7, page 44), you measure from the external auditory meatus, which is the little point near the center of the ear B, to the top of the head A. That distance should be the same length as the distance from the point of the chin D, to the eyebrows C, to be high-headed; if it is longer than that, he is very high-headed. Always measure from A to

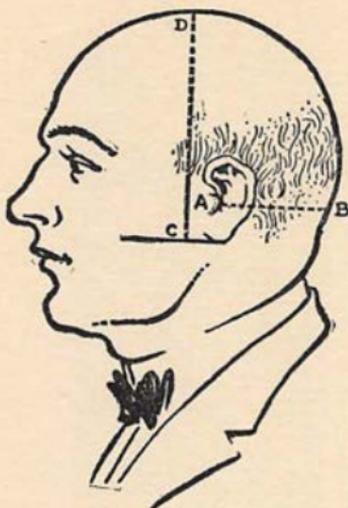


FIGURE NO. 9

Long Head. Looks well into the future. Distance from A to B should be one-half (or more) of the distance from C to D.

B first and then compare with C to D. Measure with your eye but don't let your prospect know that you are doing so. In a short while, you will find this very easy to do.

Low heads are not aspiring. A low-headed man may be successful in living up to his ideals but they are not such lofty ones. Low heads do the menial and coarser work of the world. In approaching a

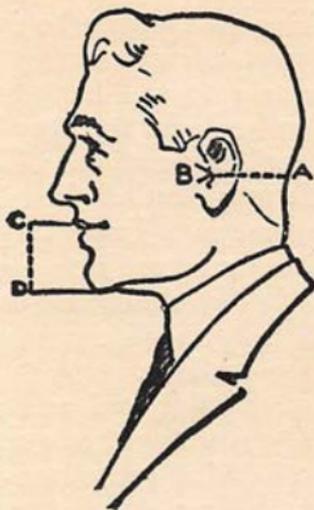


FIGURE NO. 10

Short Head. Interested in the present only. Distance from A to B should equal the distance from C to D.

low-headed man, do not tell him anything about the ideals of the company you represent. His ideals are low; hence, he does not want to be bothered with a recital of the great work the company is doing because he is not at all interested in such things.

Long heads are far-seeing, and a prospect of this classification will look far ahead into the future. We often speak of such a man as being "long-

headed." In talking to a man who is long-headed, be sure to dwell upon the advantages of the future of your line. Such a man will be interested in slow but sure returns as he looks far ahead for his own business future and protection. To determine whether a man is long-headed (see figure No. 9, page 46), we measure in a line straight back from the external auditory meatus B to the back of the head A and this distance should be one-half of the distance from the bottom of the lobes of the ear C to the top of the head D.

Short heads are short-sighted and mindful only of temporary gain. A man who is short-sighted is interested in what is going to happen to him today. Hence, only quick returns will be very interesting to him; he will be greatly interested in the quick turn-over. When a man is short-headed (see figure No. 10, page 47), the distance back from the auditory meatus B to the back of the head A, should be the same distance as from the bottom or point of the chin D to the top of the upper lip C.

The narrow heads are inclined to be yielding, mild and easy-going. They are not inclined to be combative or destructive in disposition. The narrow-headed man, if other classifications so point that way, will be very cautious. He will want to be sure that the company is safe, and you must obtain his confidence before you can do business with him. You must also watch him, as he tends to be a bit

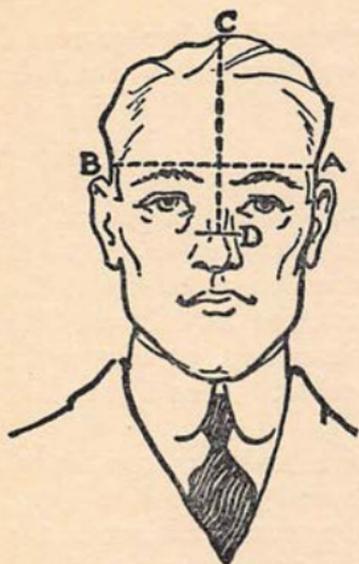
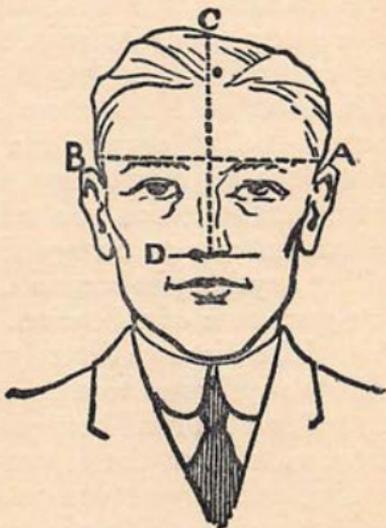


FIGURE NO. 11

Narrow Head. Will not combat argument. Secretive. Distance from A to B should equal the distance from C to D.

FIGURE NO. 12

Broad Head. Will fight back. Likes to combat arguments. Distance from A to B should equal the distance from C to D.



tricky. In other words, he would rather go round an obstacle than force his way through. He will be one of those men who will agree with everything you say, and you know how difficult it is to sell a man of this type. When a man is narrow-headed, that distance across the eyebrows to the tips of the ears, which is directly across the temples, A to B, should be the same distance as from the top of the head C to the center of his nose D. If the line does not come down to the center, or above the center, he is very narrow-headed. (See figure No. 11, page 49.)

The wide head is destructive, resistant, combative. Wide heads, when well balanced by the high head, have many good qualities, but when deficient in the higher qualities, as they often are, make the cruel, brutal natures. Here we have the opposite of the narrow-headed man. He will delight in taking exceptions to everything you say because he is a natural fighter, and you will have to show him and be careful not to antagonize him. Be careful, in selling anything to a man of this type, how you adjust your rate of vibration. (See fig. No. 12, page 49.) The distance directly across the head on a line with the eyebrows to a point directly above the ears, A to B, on a broad-headed man should be the same distance as from the top of his head C, when he is looking squarely at you to the tip of his nose D or longer than that, if he is very broad-headed. There

is no head that cannot be thus classified, and we make combinations of head classes as we do of the other classifications. To illustrate: a head may belong to the high-long-narrow class or to the low-short-wide class. Any combination of these classes is possible.

Let us analyze a few combinations so that their significance may be more impressed upon your mind. Let us take a man who has a high-long-narrow head. He will be interested in the idealistic work that your company is doing.—(High head.) He will look well into the future and be interested in long term investments of maximum safety.—(Long head.) He will agree with almost everything you say; he will be secretive and he would rather beat around the bush than come right out and combat your opinions about your product.—(Narrow head.)

The man whose head is low, wide, short, has a rather undesirable combination. This man would have no interest in the humanitarian work the companies are doing.—(Low head.) He would fight back at you and never take anything for granted; would fight you at every turn and be glad to do it.—(Wide head.) He would not look at all into the future and would be interested only in quick turnovers.—(Short head.)

Next let us analyze the man who has a high-long-wide head. This prospect would be interested in the high idealistic work the companies are doing.

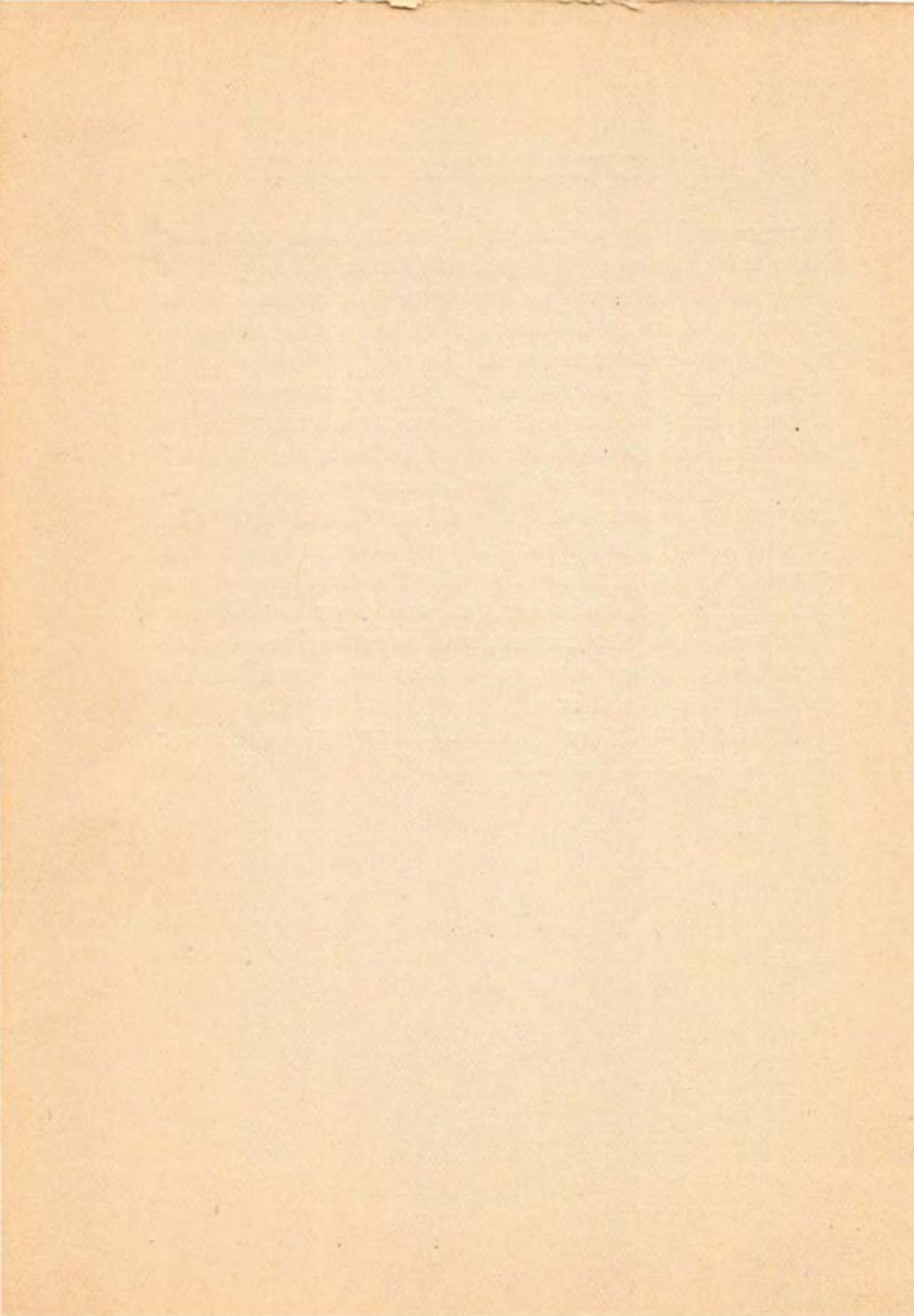
—(High head.) He would look well into the future and would be interested in the future of your line.—(Long head.) He would also have to be shown and would fight back at you.—(Wide head.)

Let us summarize this chapter briefly. Right at this point you may be thinking that all of this is very well, but how will it be possible for me to measure the head of every man that I talk to. I admit that this would be impossible, but your eye will soon become trained so that you can tell at a glance whether your prospect is high-headed or low-headed, as you can easily ascertain by looking at figure No. 7, page 44, and figure No. 8, page 45. You can also readily tell if a man is broad-headed or narrow-headed by looking at figure No. 11, page 49, and figure No. 12, page 49. I have purposely omitted using protographs in this book, as I wanted to make it extremely practical, because photographs only tend to muddle you, and unless you can increase your selling capacity from 200 to 300 per cent., I shall feel that you have not received your money's worth. "N plus U equals S, or Nourishment plus Use equals Success." Remember that the "Push" behind the Plan is just as important as the Plan in front of the "Push." You are reading the Plan, but YOU are the "PUSH." You must not only nourish the ideas given to you in this book, but you must use them if you want to

become a highly successful salesman, and you must have faith, as everything that I have given you in this book has been thoroughly tested by myself in my work as a salesman and by hundreds of salesmen whom I have trained.

You have learned, so far, how to harmonize your rate of vibration with that of your prospect and to be able to tell at a glance whether he has a "Light" or "Dark" force; and you learned in chapter II, how a man used that "Light" or "Dark" force in action: i. e. "Quick" or "Slow" classifications. In chapter III, you learned whether a man has or has not high ideals, whether he would or would not look well into the future, and whether he was of a retiring nature or a man who had considerable combativeness in him.

In our next chapter, we shall take up some other interesting classifications.



CHAPTER IV

THESE classifications are the result of about fifteen years of actual experience in observing men and women. The writer used them extensively, while connected with the War Department, in fitting the right man to the right job, and they are extremely important to you as a student of the Science of Approach. There is a basic reason for this chapter from a medical standpoint, but why worry about all the details? The principles, here outlined, *work*. By using them, you can increase your sales,—and that's what counts. If you wish to make a further study, write me and I shall be very glad to reply. You will understand how important it is for you to tell, at a glance, whether a man is emotional or non-emotional. If he is emotional, you can play upon his feelings, as such a man will be greatly interested in the welfare of his family; whereas, if the man lacks all emotion,—and I have found just such men—he will not be at all interested in the welfare of his family, and so, anything you might say, along this line, would be wasted on this particular type of prospect. Again, the prospect may have such poor executive ability,

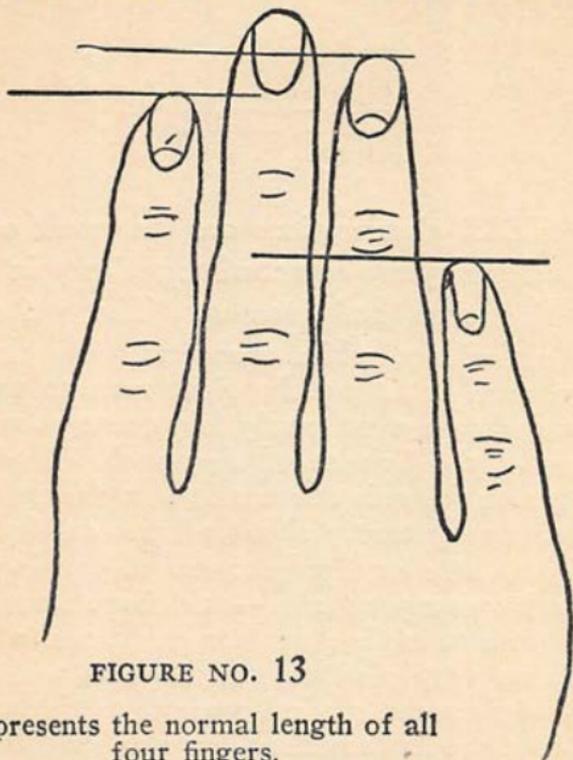


FIGURE NO. 13

Represents the normal length of all four fingers.

that you will have to make up his mind for him, or he may have such good executive ability that, if you try to make up his mind for him, he will resent it. Then again, your prospect may like to take long chances, or he may not like to take any chances at all. In the latter case, you will have to make a proposition for him, proving to him how extremely

safe your project is. Finally, his degree of approach may be so poor that you will find it almost impossible to make friends with him, or his approach may be so good that, if you make an extra effort to be friendly, you may bore him.

The big thing to be impressed upon your mind, in this chapter, is to be able to tell, at a glance, whether a prospect has good executive ability or not, will take chances or not, has good approach or not, and is emotional or non-emotional. To determine these facts, we study the back of the right hand if the prospect is right-handed, or the left hand if he is left-handed, or to be exact, we study the back of the fingers and the length of the thumb. I find, in looking over historical records, that the hand has played an important part for the last three thousand years. Aristotle said, "I consider the hand the organ of organs, the active agent of the passive powers of the entire system." Anaxagoras, the Greek philosopher, said, "The superiority of man is owing to his hand." Modern medical science has demonstrated that there are more nerves in the tip ends of the fingers than in any other part of the body. The pulse can be felt only by the fingers; not even by the tip of the tongue, which is a very sensitive point. The medical profession also recognizes a "thumb-center" in the brain.

Each finger has a normal length as compared with the length of the second finger. We use the second

finger merely as a guide post. I call the first finger the executive finger. When this finger is normal, it reaches to a point, on the second finger, where the nail joins the flesh. (See figure No. 13, page 56.) When the first or executive finger reaches to a point just beneath where the nail joins the flesh on the second finger, your prospect will have a moderate love of rule and management as far as his own personal affairs are concerned, but will have little desire to rule other people.

When the executive or first finger is above normal, your prospect will have good executive ability; he will have set ideas as to just how things ought to be done. He will also love to rule other people, and, if he has a "quick" chin and a long head, he will be of a good executive type. In talking to a man of these classifications, be careful that you do not give him the impression that you are making up his mind for him; if you do, he will resent it, and you will not be playing upon that harp of a thousand strings, the human soul, as *that* particular soul wants it played.

When the first or executive finger is shorter than normal (see figure No. 13, page 56), your prospect will lack executive ability; he will do what other people tell him to do, and more than likely works under supervision better than in supervising the work of others. You will have to make up his mind for him. You will, literally, have to hand him the

pen and tell him where to sign the order blank, because he likes to be told what he should do.

The third or chance-taking finger, when normal, reaches up to the center of the nail on the second finger. (See figure No. 13, page 56.) When this, the third or chance-taking finger, is normal, your prospect will take a fair degree of chances. When the third or chance finger is above normal, it indicates a love of speculation and chance. This does not mean that he will speculate to any great degree, but, as a general rule, he likes to take a chance in everything that he does; in addition, if he has a short thumb (I will explain the thumb to you later), he will take what I call an "emotional chance." This type will take chances on new and untried specialties, and, if his thumb is short, he will buy, provided he likes you. If the third or chance-taking finger is nearly as long, or is as long as the second finger, you have the prospect who likes to take long chances and will speculate, if given the correct inducements. He usually buys goods showing big profits and likes to take speculative chances. It is the long chance with a big gain that makes a hit with him.

If the third or chance-taking finger is shorter than normal (see figure No. 13, page 56), your prospect will be very careful about taking chances, and you will have to show him that your product is absolutely safe and has an easy market at all times.

Staple merchandising is very popular with this type of prospect. If the third or chance-taking finger is very short, your prospect will be extremely cautious, and, unless he has implicit confidence in you and the firm you represent, he will not do any business.

The fourth or little finger I call the approach finger. When this finger is normal, it reaches just below the joint on the third finger (see figure No. 13, page 56). A prospect, with the fourth or approach finger normal, will have a fair amount of tact and patience. When this finger is longer than normal, your prospect will be able to meet other people with a very easy manner. He will make friends easily, and you will have no difficulty in becoming friendly with him.

When the approach or little finger is shorter than normal, your prospect will be a very hard person to meet, as his approach is inclined to be a bit stiff. He will also be lacking in tact and patience, and, if he has a "Slow" forehead and "Quick" chin, he will be likely to jump at conclusions and will not be very successful in influencing others. When the approach or little finger is very short, you will find that your prospect will be extremely hard to talk to, and it will be very hard for you to gain his confidence. Such a prospect must be handled very, very carefully.

Man is individualized by the possession of a thumb. Some animals have hands, but few have any

semblance of a thumb. The nearest approach to a thumb, possessed by any animal, is that of a chimpanzee. It is a well known fact that children, who are idiots from birth, are born with small insignificant thumbs. I was asked by an Illinois senator to make an investigation of the Asylum for Feeble-minded Children at Lincoln, Illinois. There were nearly 3,000 children in the Asylum, and there was not one child in the institution who possessed a normal thumb. In fact, I found some children whose thumbs did not reach above the knuckle. Therefore, the deduction to be made is, that the longer the thumb, the more the intellectual faculties will rule; the shorter the thumb, the more the emotions will rule. Persons with small or short thumbs are governed by their hearts, the source of all emotions, (the word "heart" is here used figuratively), and are more at home in the atmosphere of sentiment than of reason. It is well known that animals are guided solely by their feelings and emotions, without restraint. On the contrary, people with long thumbs are governed by their heads (the source of all reason and logic), and they act only after consideration.

When the thumb is placed close to the side of the open hand and reaches to about a quarter of an inch below the second joint of the first finger, it is called normal (see figure No. 14, page 62, at C on the diagram). When it reaches the second joint,

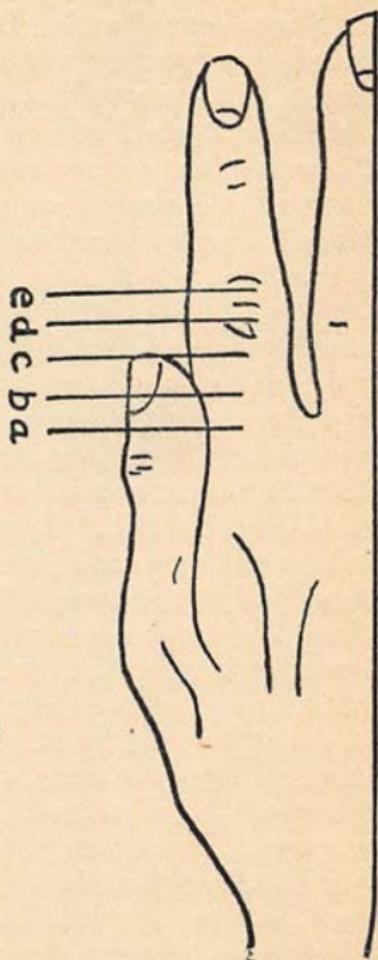


FIGURE NO. 14

Represents the length
of the thumb.

- A—Very short thumb
- B—Short thumb
- C—Normal thumb
- D—Long thumb
- E—Very long thumb

it is called long (see figure No. 14, page 62, at D). When it reaches a quarter of an inch above the second joint on the first finger, it is called very long (see figure No. 14, page 62, at E). When it reaches only to one-half an inch below the first joint on the first finger, it is called short, and below this, very short (see figure No. 14, page 62, at point B short thumb and point A very short thumb).

Normal thumbs. The normal thumb indicates that your prospect has a nature equally balanced between reason and feelings, being able to use good reason and logic in business affairs, but being influenced by his feelings and sympathies in dealings with his friends and family.

Long thumbs. When the thumb is long, your prospect has an increased mental ability, giving him a fine capacity for thought. Such a prospect will be master of himself. This prospect would have less sympathy and be more practical and, more than likely, would like to have a complete statement of your project, showing the values and all of the features of your proposition thoroughly worked out.

Very long thumbs. Here we find the principles of reason used to the complete exclusion of sentiment and feeling. These prospects manage their lives like a piece of machinery. They are cold, hard and unfeeling. They are lacking in sympathy and emotion, and are not very much interested in any-

thing, or in anybody but themselves. Here is your opportunity to talk about your prospects themselves, as they think they know it all. In other words, they are interested primarily in themselves, so do not talk too much about anyone else.

Short thumbs. Such a prospect will be guided by his heart and feelings rather than by reason. If you appeal to his sympathies, he will respond at once. You will find that he is always looking out for the welfare of his family. Security is what he wants for his business, so that his family will be amply provided for in the future, but watch his third finger. Just remember that he is emotional and play upon his emotions for all you are worth, and he will immediately respond. If the prospect's wife should be in business with him, and you can talk to her, see whether or not she has a long thumb, a short third finger, showing that she doesn't like to take chances, and a long first finger, showing that she has good executive ability. If so, talk to her, because she is the boss.

Very short thumbs. This will indicate that your prospect is of a very emotional type, and now is your chance to use all the stories that will tend to excite his feelings or emotions, and he will respond, and respond quickly.

Of course, you always want to size up the back of your customer's hand, and, if he is right-handed, get the classifications from the right hand, and, if

he is left-handed, get the classifications from the left hand. If a man is right-handed, and you find that the first finger on the right hand, for instance, is shorter than the first finger on the left hand, it will indicate that your prospect has more executive ability than he is using. As he uses more of his executive ability, he will find that his first finger on his right hand will grow in length. Now, get this point clear in your mind: a man does not possess executive ability because he has a long first finger, but he has a long first finger because he possesses good executive ability. (This explanation is the same on all the finger classifications.) In other words, the fingers are an outward indication of what is going on in the man's mind as he expresses himself in executive ability, in the taking or not taking of chances, in the ability to approach or not approach people easily, or in being emotional or not emotional. His fingers grow or are retarded in growth, and so are a faithful indication of what is taking place in his brain.

Now, let us summarize the entire book of the Science of Approach. You are more than likely asking yourself this question, "How am I going to use this in my work as a salesman?"

This is how I use it in my daily work. Knowing my own rate of vibration, the first thing I do, after entering my prospect's office, is to find out his rate and to harmonize immediately my rate of vibration with his. Naturally, this takes only a few seconds.

As he starts to talk to me, I notice whether he has a "Quick" or a "Slow" forehead so that I may know whether to give him facts or details. As I go along with my talk, I notice whether he has a "Quick" or "Slow" chin. I am thus prepared in advance as to how to talk, since I know just exactly how he takes action, and I govern my talk accordingly. I next notice whether he is high-headed or not, and that gives me another talking point.

He may be long or short-headed which also gives me another angle of attack. I then notice whether he is broad-headed or narrow-headed. This gives me another cue as to what to do. I next look at his hand, and, if I cannot get a good look at it, I say something like this, "That is a very peculiar ring you have on your right hand, Mr. Blank." As he raises his hand to show me the ring, I take note of the length of his fingers. If he doesn't happen to have a ring on his right hand, I say something like this, "Did you injure the nail of the first finger on your right hand?" As he raises his hand to show me, I look at the length of his fingers; or, as his hand lies upon the desk, or, as he moves it across his cheek, I seize the opportunity to judge the length of his fingers and thumb.

If my line is a speculative one, I notice the third finger, which gives me another cue to work on. I next notice the thumb, which tells me whether I have an emotional or non-emotional type to deal

with. I next notice the first finger, which tells me how good an executive my prospect is. I very seldom bother with the fourth finger, unless I am using these principles to hire salesmen.

You will have no difficulty in ascertaining the length of the fingers as you become proficient in your application of the "Science of Approach," and you will soon become convinced of their practicability in the sale of your line. However, do not expect to read over this book once and think that a magical change is going to come over you. It is only by hard work and diligent application of these principles that you will be able to become the highly successful salesman that you hope to be. Everything in this book has been proved by thousands of cases and by hundreds of salesmen who are using these principles. Perhaps some of these salesmen are in competition with you today. Herbert Spencer said, "Science is organized common sense." Hence, the "Science of Approach" is but organized common sense methods of selling your prospects.

Just consider your prospect as a problem. Weigh every point about him carefully with the cool, unemotional eye of the expert. So arrange your sales-talk that it will be logical and make it easy for your prospect buy your product and in the way that he likes to be sold. Remember that each case must be handled in a different way, keeping the one idea in mind, that you are going to be successful in con-

vincing him. Watch him closely, and when he looks as if he has reached the point where he is ready to buy, stop talking immediately and give him a chance to close the deal. Thus you will become an efficient salesman because the definition of efficiency is: "Efficiency is the ability to accomplish the highest possible, profitable results, with the least possible effort."

If there is anything in this book that you do not clearly understand, do not hesitate to write to me about it, enclosing a stamped, self-addressed envelope for my reply. There is no charge whatsoever for this service.

Give me your idea of how you would approach the prospect whose picture is shown on the enclosed card, following the instructions printed on the back.

APPENDIX

FOR EXECUTIVES

"Supervision is an expense. Direction is an investment." When you stop to consider, as an executive, just what the above statements mean, you will come to realize how much money is wasted in your organization in the so-called supervision of the work of others. Few employers grasp in its entirety the importance of this vital problem. As a matter of fact, the fundamental reason why the greater part of this supervision is necessary is because the man responsible for it carries it out without knowing accurately the differences in the men and women whom he is handling. All people do not thrive under exactly the same kind of treatment. Yet, how many executives have multigraphed series of directions which must cover all cases!

Every organization is nothing more or less than a collection of individual units, or as we sometimes express it, cogs in a big wheel. If each cog is working in perfect order, the large wheel runs smoothly, but if one cog is just a little out of alignment, or if the pitch of the cog is not in harmony with the cog next to it, there is lost motion.

In reading "The Science of Approach," just remember that the word "prospect" means the man to

whom you are trying to sell your idea. He is your prospect for the time being. If you are talking before a meeting of the Board of Directors as to a new sales plan or a general policy of the company, you are actually selling your idea to them, and this takes real salesmanship.

As an executive, always consider the other man's point of view. If a person differs with you, recognize the fact that, from his viewpoint, he is right, just as you are from yours. From the information which he has on the subject, his opinion may be thoroughly justified.

So, primarily what you are interested in is not whether he knows what he is taking about, but that you may put into his mind those facts which underlie your opinion. By so doing, you can bring him around to your standpoint. Possibly in this you may not choose to agree with me. In that case, I shall say that you are right in differing with me, because you are right from your present standpoint. Hence, it is up to me to supply you with the required information to enable you to change your viewpoint yourself. Then we shall be in agreement.

As an executive, study your man as you would a book. As you will find in an earlier chapter, one man will require an abundance of details, whereas another should be given only salient facts. One man may be extremely emotional and can be readily appealed to along such lines. Another may be dis-

tinctly non-emotional. A similar appeal, in his case, would fall quite flat, and it would be the height of folly to attempt it. From your own experience, you undoubtedly know of men who are extremely difficult to handle. One person after another is compelled to admit his inability to get along satisfactorily with an individual of this type. Finally, someone makes the proper connection and succeeds where others have failed. Do you ask why it is so? It is true merely because some understand, and some do not.

In using these principles for employing men and women, you will find them extremely valuable. I always make up my mind as to just what the job calls for and then fit the man or woman to the job. If you wanted a man to go to the river and bring back some water, you certainly would not give him a sieve. You would tell him to take the largest pail he could conveniently carry. By luck, he might bring back a little water in the sieve, but it would be an amount not to be compared with what he would bring in the pail. In other words, Mr. Executive, these are nothing more or less than common-sense principles. When you understand them, it will be simple enough for you to apply them. You may look to your department to increase in results in the exact proportion that you make the application.