

**AUTOSUGGESTION AND  
SALESMANSHIP**

**OR  
IMAGINATION IN BUSINESS**

**BY  
FRANK LINCOLN SCOTT**

**PREFACE BY  
ORISON SWETT MARDEN**



**NEW YORK  
AMERICAN LIBRARY SERVICE  
1923**

**AUTOSUGGESTION AND  
SALESMANSHIP  
OR  
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# Book of Competition

**This little book  
is affectionately dedicated to**

**A. W. D.**

**friend and business associate  
who first introduced me  
to the writings of**

**EMILE COUÉ**

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# TO WIN AUTOSUGGESTION

## PREFACE

In the past, before life had become so complex and competition so keen, anyone who knew the three R's regardless of fine distinctions of personality, general appearance or mental fitness, could go out and sell things. To-day salesmanship has attained the dignity of a profession, and the ablest psychologists and lecturers are engaged at high salaries to train young men for the important business of selling.

This little book, "Autosuggestion and Salesmanship," will be an invaluable aid to both teacher and student in its admirable presentation of the technique of salesmanship. The author, besides an excellent literary style, has the advantage of being an expert in the profession of which he writes. He wastes no time in elaborating fine-spun theories, but out of the practical knowledge gained by experience and observa-

tion presents a concrete picture of the causes of failure and the means by which success is won.

Failure and success, alike, Mr. Scott claims are due to the influence of auto-suggestion, conscious and unconscious. In his opening chapter, "Imagination in Selling," he says: "Emile Coué has made one discovery which marks the beginning of an exact science of salesmanship. It is this: that in a conflict between Will and Imagination, Imagination always wins. As we go along we shall see more clearly why this is so, and how to use this discovery in our selling on the road or behind the counter. We are going to catch glimpses of the way in which Imagination can be applied to manufacturing and store-keeping. We are even going to see how and why Imagination succeeds in overcoming fear and shortcomings in our dispositions where Will Power is a makeshift or a complete failure. And we will see how right Imagination

cures physical disorders which mistaken Imagination brought into existence."

This quotation furnishes the keynote of the book, which takes the reader step by step through every phase of a sale, analyzing the mind of the buyer and the seller, showing how each is unconsciously influenced by the power of imagination. The author gives many convincing illustrations to prove that, not the will, but imagination, backed by plain horse sense, is the force that wins success in salesmanship.

St. Paul said, "What I would, that do I not, but what I hate that do I."

We are all conscious of doing things in spite of our will not to, for as Coué says, the imagination when in conflict with the will always wins. If your imagination convinces you that you can't do a thing, that it is impossible, no will power, however strong, will overcome the conviction that you can't do it.



For example, as Coué points out, we can walk comfortably on a plank a foot wide without any danger of stepping off it when it is on the ground. But if the same plank were erected one hundred feet in the air we could not walk three yards on it without falling off, because the imagination would picture us falling, as having vertigo, and tumbling down to our death. No matter how hard we tried to make our will conquer our imagination, we could not do it, for the fear of falling and the picture conjured by the imagination would prevail over the strongest will.

Some people can't possibly climb high ladders, or look down from a lofty steeple, because they are sure that if they attempt to do so they will be compelled, in spite of their will power, to plunge down.

When one is paralyzed from stage fright the will is absolutely helpless and, in fact, the more one tries to extricate himself from his embarrassment

the more embarrassed he becomes; the harder he wills to calm himself the more his knees shake and the more disconcerted and terrified he grows. The only way to overcome it is by use of his imagination.

Many examples could be given to show that, contrary to their will, people are constantly doing the things that they will not to do; and not doing the things that they will to do. In other words, the imagination rules the will. What the imagination pictures as inevitable will happen, in spite of our will to prevent it. What you are convinced you can't do, it is impossible for you to do.

During our Civil War the officer in charge of the naval forces stationed off Charleston was ordered to take the port. After listening to his many reasons why he failed to do so, his superior officer said to him: "But there is another reason why you have not taken Charleston, which you have not men-

tioned. You did not believe you could take it and, of course, you couldn't."

Many a salesman is beaten before he begins the battle with his prospect because he does not believe he is going to get an order. His imagination keeps suggesting to him, "I am not going to get that man. I just feel it in my bones. But I am going to make a try at him." That man is practically sure of losing his sale.

According to a great scientist, Professor Nels Quevli, each cell in the body is a conscious intelligent being; and Edison says, "Every cell in us thinks." Many other eminent scientists say the same thing. If this is true there is practically no limit to the possibilities which we can think and speak into the little cell minds of the body. We can flood them with hope, with confidence, with assurance, with the conviction of our own indwelling well-nigh omnipotent power, a power which we derive from our oneness with Omnipotence.

They will react to every thought you give them. They know whether you are master or not. They know whether you go through the world as a conquerer or conquered, as a master or a slave, and they act accordingly. They fling back into your life the reflection of your own thoughts, your motives, your convictions. Your condition will correspond with the mental attitude they reflect. Thinking strong, positive thoughts, health, wholeness, completeness, perfection into them, will encourage and stimulate them. On the other hand, the functioning of the various organs, of all the cells of the body, is lowered when we are thinking negative, black, discouraging thoughts, and all of our mental faculties correspond with our physical condition.

One of the great tragedies of life is that so many people are actually driving away the very things they are trying to get, killing their fondest hopes, and thwarting their ambitions, without

being conscious of it, because they do not know the tremendous power of thought. They do not know that their mental attitude at any time is the pattern which is being built into their life, which, later, becomes a part of their career. Nine-tenths of those who are poor and unsuccessful are headed in the wrong direction, headed right away from the condition or thing they long for. Their negative, destructive fear thoughts by the law of attraction are driving far from them the success they are working so hard to achieve.

We tend to get what we expect, and when we repeat with faith Coué's "Every day, in every way, we are getting better and better," we are naturally expecting to get better and better, and we actually do. As a man expecteth so is he, is even truer than "as a man thinketh" because what we expect, what we are convinced of, is already headed our way.

Job said, "The thing I feared has

come upon me." Whether you desire it and long for it, or fear and dread it, the thing you persistently hold in your mind is the thing that will come to you and stay with you. That is the law. The thing you hold in your mind, whatever it is, serves as a model for the life processes, and will be reproduced in your life. You cannot get rid of anything that troubles or harasses you while you keep picturing it in your imagination. That is the way to draw it to you.

The whole secret of health, of happiness, of success in your life work, in whatever you are trying to do, is in holding the thought of the thing you want, and not the thing you don't want, the thing you fear and are trying to get away from. The great majority of people are demonstrating, or drawing to themselves, the very things they don't want, because they are always thinking about them, picturing them, dwelling upon them. They

would do anything possible to avoid them, but they are constantly in their minds and thus, by the law of attraction—like attracts like—this inevitably brings them to them.

Scientists tell us that all of the little cells of the body are continually building, just as are the builders of skyscrapers or railroads. But they cannot plan or originate. We are the architects who furnish them the plans, the blue prints, by which they build. They obey every order, carry out every suggestion, telegraphed to them from the central station, the brain. The important thing is to give them the right plan to build by, to establish their confidence in what you are trying to do, in what you are trying to be; to cement the most friendly relations between the brain, your larger mind, and these billions of little cell minds that are always working for or against you according to the model, the thought pattern, you give them.

The foregoing is illustrative of the author's method of treating autosuggestion in salesmanship. He believes that the greatest barriers to the success of many salesmen are faults of disposition, and shows how these may be overcome, also how health may be built up and success won through the power of autosuggestion squared by reason.

"Autosuggestion and Salesmanship" is as interesting to the layman as to the professional salesman. After reading it I fairly tingled with the desire to try my hand at selling things. It will prove a boon not only to salesmen on the road and behind the counter, and to those who have anything to do with the training of salesmen, but to all classes of workers, for everybody who is making a living by personal effort is really a salesman. If he is not selling merchandise, he is selling his personality, his ability, his skill, his education, his training, his experience.



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## I

### IMAGINATION IN SELLING

"When the will and the imagination are antagonistic, it is always the imagination which wins, without *any exception*."—EMILE COUÉ.

\* \* \*

A young man who graduated from Cornell a year and a half ago was telling me one of his discoveries in salesmanship.

Shortly after his graduation, he secured a position as salesman with one of the leading investment security houses on lower Broadway. For several weeks he was given training in salesmanship by his employers. Carefully they grounded him in finance. Thoroughly they taught him the points to play up, and the time-tested answers to common objections. They schooled

him in business courtesy, the approach, the closing of sales, the frequency with which his calls should be made. And once a week a fine, upstanding vice-president talked to the class on how to put power into selling—how to break through the hard shell of the buyer, how and when to be firm, how to 'ammer, 'ammer, 'ammer, on the 'ard 'ighway of the prospective customer's resistance.

Every sale was pictured as a battle. Arguments were spoken of as "selling ammunition."

Then our green salesman went out. Naturally his list of prospects was not particularly impressive. The older salesmen had won the right to handle the bank presidents, the millionaires, and the still more opulent movie queens and operatic prima donnas. Our friend's calling list seemed mostly composed of young business men with a spare thousand now and then—but not too often "now."

And the young bond salesman did his best to justify his training. He had all the words right. He knew what he meant when he said "collateral," "amortization," "sinking fund"—oh yes. And he wasn't a bit afraid to let these words display his knowledge. He talked knowingly about the relative merits of all the leading securities which daily show their names on the financial pages of the newspapers.

And he never forgot that every sale is a battle. He pushed the enemy's line. He watched for a weakening. He hammered home points. He worked hard and conscientiously. He was a miracle of will power, insistence and persistence.

Days went by. Months went by. Now and then he sold a bond. But his total results weren't satisfactory. One day he happened in on a prospective customer who asked immediately for a New York Central bond. The two young men discovered that they had

mutual acquaintances and much in common. A warm friendship grew out of their meeting.

Shortly after, the bond salesman was taking stock of himself. He had begun to think that perhaps he was in the wrong line. He went over to the customer-friend who had bought the New York Central bond. He laid out his problem. The friend thought a while. Finally he said, "Jim, perhaps you're trying to sell too much on the power of arguments and statistics. You've advised me twice now as to certain bonds to buy. You appealed to my reason but, as I've been listening to you I realized that I don't buy bonds in quite that way. Do you know why I wanted that New York Central bond instead of the one you recommended?"

"No," said the would-be salesman.

"Well," continued the analyst, "of course, it's safe, it gives a good return, and in general it's a first-class security.

But my imagination seems to enter into the purchase of every bond I buy. Of course bonds are mortgages on business—temporarily they make me a part owner of the assets of the company or corporation which issues them. My first bond was a New York Telephone. Why? Because I pictured myself as having a part ownership in the telephone company every time I lifted the receiver. Then I bought some mortgage bonds on big hotels and office buildings. Why? Again, because it gave my imagination a certain satisfaction to feel that my money helped to erect some of the biggest buildings in the country.”

The talk went on. And from it, the bond salesman caught a hint which has since made him one of the high men in his company's sales force. He learned by experience that imagination can be put into such an apparently cold business as that of investment securities.

Emile Coué has made one discovery which marks the beginning of an exact science of salesmanship. It is this: That in a conflict between Will and Imagination, Imagination always wins. As we go along, we will see more clearly why this is so, and how to use this discovery in our selling on the road or behind the counter. We are going to catch glimpses of the way in which Imagination can be applied to manufacturing and store-keeping. We are even going to see how and why Imagination succeeds in overcoming fear and shortcomings in our dispositions where Will Power is a makeshift or a complete failure. And we will see how right Imagination cures physical disorders which mistaken Imagination brought into existence.

Experienced salesmanagers have noticed that the so-called "strong arm," willful salesman usually doesn't last long. The salesmanager for one of the



big tire companies who has carefully studied the teachings of Coué now understands better why this is so. "The willful salesman," he says, "seeks by sheer force to make the dealer buy. From the standpoint of logic he may be entirely right. But the dealer will invent some excuse and manage somehow to get out of buying.

"An hour later, along comes another salesman who appeals to the dealer's Imagination and a fine order is the result."

I asked this salesman if he could give me examples of the two methods of selling. He scratched on a pad a few minutes and handed me this:

#### WILL

"(1) I want to sell you some tires. (2) You need our brand. (3) The prices are right. (4) Our tires are better than any of this junk you have now."

## IMAGINATION

“(1) Really, Mr. Brown, in a fine store like yours you could sell a lot of our tires. (2) Lots of people use our tires only. You don’t realize that you’re losing sales by not carrying them, because many customers look in the window or at your tire stock when they come in to buy a spark plug, and not seeing our tires, they simply go somewhere else when the need for a tire arises. (3) In a store like this I wouldn’t be surprised if you could make \$75 a week net profit on our tires alone. (4) Some of the best customers in town buy our tires—The White Taxicab Company, The Brown Bus Corporation, and a very large number of chauffeurs. And they all pay full price, because they know that the tire is worth it.”

The salesmanager explained.

“Now,” he said, “notice the different ways in which the two salesmen put

things. I've numbered the sentences for purposes of comparison.

*"Sentences 1*

"Will Power Salesman sets out to enforce his will on the prospective customer. Most dealers resent this. Dealer mentally says 'You're *not* going to make me buy some tires!'

"Imaginative Salesman deftly presents a very acceptable picture to the dealer—that of *selling* a lot of tires, instead of *buying* a lot of tires. Notice the difference. *Buying* tires suggests expense, *selling* them suggests profit.

*"Sentences 2*

"Will Power Salesman makes a strong general claim with which the dealer may disagree. No Picture or Image is suggested by this sentence.

"Imaginative Salesman talks Profit, and presents another Picture—that of

possible customers about whom the dealer had not thought before.

*"Sentences 3*

"Will Power Salesman is assertive about Price. Price alone means little. No Image is projected on the dealer's mind.

"Imaginative Salesman presents a definite Picture of the Profit possibility. You can form a mental Image or Picture of \$75 in Profits where you can't picture the abstract word 'Price.'

*"Sentences 4*

"Will Power Salesman makes a final effort to dominate the dealer by knocking his other goods—and probably only arouses antagonism and ill will.

"Imaginative Salesman presents another agreeable and easily visualized Picture—that of possible customers who buy many tires at a time, and

larger-size tires on which there is naturally a better profit. The succession of agreeable Pictures has stirred Imagination to a point where the sale is extremely probable."

This sales manager gives us a valuable clue on how to stir Imagination favorable to your product.

Among the many definitions of Imagination is this one: "The power or process of having mental images."

Coué, in his practise, persistently suggests agreeable mental Images or Pictures to his patients. The sufferer with a tumor is given a Picture in which the growth is seen to shrink and disappear. The morbid are given Pictures of happiness to let dwell in their thoughts and become realities. It is not so far a cry between successful mental therapeutics and scientific salesmanship as you might think. This will become more and more apparent to you as we go on.

Before coming to the next chapter,

however, we want to see a few more examples of Imagination in salesmanship. Observe the Image-making quality of these sales which have been related to me by various salesmen or salesmanagers.

One salesman for a new substitute for dynamite was outselling all the other salesmen on the force. The advantage offered by the new product was that it could not explode through accidental concussion. The other salesmen explained this advantage. The exceptional salesman appealed to Imagination. He would take a piece of the new explosive. As he talked with the prospect, he would show the sample and say, "This new product of ours is even more powerful than dynamite. You use it in practically the same way. But——." Here he lifted the sample and threw it with all his might on the floor. The buyer had no time to stop him. But through his Imagination galloped dreadful possibilities.

And then calmly, the salesman would say, "You see it can't accidentally explode!"

An automobile dealer had a battered-up old car which dragged on his hands—taken as part payment on a new car. He marked the price way down and still he could not secure a buyer. Finally he wrote an advertisement something like this:

"WE'LL HATE TO SEE THIS GO

"We have a 5-year-old P— car now in our Used Car Department. This car was given by one of New York's famous millionaires to his son for a wedding present. Five years ago people on Fifth Avenue turned around to look at it a second time. It's not so much to look at now, but it has been all over North America and in England, Holland, France, Belgium and Italy. The engine still runs sweet and strong and both the owner and ourselves would like to see that this car gets into good hands. No, we can't

print the former owner's name here; we're pledged to tell it only to the buyer. The price is very attractive."

Result: six called to see the car which for two months had been unable to attract a single inspection—all because it was advertised without Imagination.

One of the best retail hat salesmen in Boston has unconsciously used Image-making for years without realizing that it is the first and cardinal point in scientific selling. In bringing out various hats for the customer to try on, he always made comments which presented agreeable Images. Examples: "Quite a few of the Harvard men are wearing this one." "I sold a hat exactly like that to two bank presidents last week." Notice what Pictures and desirable associations go with these comments as compared to, "Yes, that's a very fine hat," or "Here's a new model which is very stylish."

It was Saturday afternoon. The



week ended, the workers were coming out of office buildings. Two boot-blacks were competing for trade. Their prices were the same. Their equipment was the same. They were of a size physically, and matched as to type.

One said, "Shine, boss?"

The other, "Get your Sunday shine."

Which salesman do you think was busiest?

Yes; you are right. The one who stirred Imagination through presenting a definite Image.

## II

### TAKING THE FEAR OUT OF SALESMANSHIP

"I must also add—and it is extremely important—that if up to the present you have lacked confidence in yourself, I tell you that this self-distrust will disappear little by little and give place to self-confidence, based on the knowledge of this force of incalculable power which is in each one of us."—EMILE COUÉ.  
\* \* \*

One of the finest preachers in Canada never stepped into the pulpit without feeling a positive terror of his audience. This continued until the day when, at a ripe old age, he retired from active service.

One who was frequently behind the scenes at the Metropolitan Opera House says that Caruso often gave evidence of nervousness and fear before stepping out to face the audience which had come there to offer him their

warmest admiration and homage. The great tenor himself admitted as much in an interview which appeared in one of the prominent monthly magazines.

A Pennsylvania manufacturer of special machinery must necessarily sell his product to the heads of important manufacturing plants. The cost of the equipment runs so high that the purchasing agent or chief engineer do not dare to buy without consulting one of the higher executives. This machinery manufacturer was talking about his problems. "Sometimes," he said, "it seems as though the most perplexing of them all was that of keeping up the courage of the salesmen. We do our best for them. We equip them with engineering reports, testimonials, and other data. We go over with each salesman in detail his list of customers, taking up the special problems which will be most likely to crop up in each sale. The salesmen leave, apparently all primed up and full of belief in what

they have to offer. And yet we know that nothing but plain fear of the big buyer keeps our sales from being at least 50 per cent higher than they are today. The salesman frequently wilts right down when he must present his case to some prominent captain of industry."

Yes, fear of the Big Buyer is fairly common. Says the salesman, "You know you have to handle those big guns with kid gloves."

But that isn't the only fear in salesmanship. There are other types of salesman's fears as well.

Fear of the Little Buyer, for example. The salesman explains, "They're terrible. They watch every penny."

Fear of the Hard-Boiled Buyer—"Everybody else fails with that man. I don't see what right they have to expect *me* to sell him!"

Fear of the Evasive Buyer—"He's so slippery that you simply can't get hold of him."

Fear of the—well, we might list every type of buyer that exists today and find as reasonable a fear to list beside it.

And the worst thing of all about Fear—is the *fear* of it! It's the *anticipation* of Fear that weakens so many otherwise good sales talks. The salesman finds that he really isn't afraid when once he gets into action. The Canadian clergyman really wasn't afraid when he began to talk. Caruso really wasn't afraid when he opened his mouth and the golden notes came out as usual. But anticipation of disaster robs some salesmen of so much of their "go" that they face the hard customer with their best energy frittered away and the remainder is not quite enough to effect the sale.

Coué attaches extreme importance to the elimination of fear, and his teachings include several invaluable hints to the salesman who has deter-

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mined to rid himself of this drain on his energy.

A salesman for one of the big luggage manufacturers admits that he was extremely self-conscious and fearful at times. His usual method of selling was to give a general talk on the merits of his goods, and then open a catalog to show photographs of the various trunks and bags which made up the line. This particular salesman struck up a friendship one day with another salesman who carried a sample case, which he displayed and described with a great deal of enthusiasm. The luggage man felt envious. Later on, thinking it over, he decided that it would be a wonderful thing for him if he too could carry a sample case showing certain parts of his trunks and bags. He somehow saw a sample case as a means of giving him needed courage in the presence of hard buyers. When next he was at the factory he made up such a case at his own expense. His line had

many points of superiority. The handles of the bags were made in an unusual way to avoid breakage. He secured one of these handles, cut open, to show the construction. The trunk locks were superior. He got one of those too. The linings were of remarkably good material. So he cut some swatches to take along with him. Altogether, he collected twenty-odd small objects which demonstrated conclusively the quality which was put into his line. When he took these out on his next trip, he found that all of his fear was gone.

He cannot explain why, but a close student of Coué's will not find it so hard to discover the important change which had taken place in this salesman's mental attitude.

For one thing, his thoughts were now almost entirely withdrawn from *himself* and focussed instead on some samples which he would immediately show to the dealer. He had entertained

doubts about the impressions which he might personally make upon the dealer, but he had no doubts at all about the ability of his samples to interest the customer and win his solid respect. Suggestions of fear had bombarded him regarding his personal ability but no such suggestions could bombard him regarding the worth of his line which was now so easy to prove.

Coué shows his patients that instead of anticipating trouble, they must learn to anticipate benefits. One of Coué's fellow countrymen, La Rochefoucauld, once said, "Gratitude is a lively sense of benefits to come." If the salesman can regard his job with this kind of gratitude he will find that he has gone a long way toward forestalling fear.

Now for a practical application.

If you call on a customer expecting a battle royal, the chances are that you will get it. If you call expecting a fair, square chance, you will rarely fail to



have the interview match up with your expectations.

Why?

Coué shows that our expectations when set or focussed in a certain direction tend to enlist all of the marvelous powers of the subconscious mind to act in just the right way to bring about the materialization of that which we have hoped for. Set Expectation and Imagination upon the pleasures of seeing and smelling the summer flowers and you will get rid of hay fever. You will be benefited by a good suggestion, mentally entertained, whereas in the past you may have been the victim of the bad suggestion that this same plant life would bring you sneezes and tears. Now you find that it is just as easy to get pleasure from flowers as pain. In another chapter we will see more in detail why this is so and how it comes to pass.

Returning to the matter of fear, we learn from Coué the method by which

it may be increasingly replaced by courage.

For one thing, do not say, "I am *not* afraid" or "I *won't* let that dealer fuss me." Unconsciously you are impressed by the very mental state which you are trying to avoid—represented in these sentences by the words "afraid" and "fuss." Instead, you want to get away as far as possible from the Images or Pictures which these words bring before you. Also a sentence such as "I am *not* afraid" is apt to be made from the standpoint of Will, and we have learned that the right application of Imagination will help us far more.

So we want an Image. We want to correct our Fear picture and replace it with an Image of courage and a "sense of benefits to come."

Here is how a prominent public speaker found the answer to the problem. Although he has delighted thousands of audiences, it was years before he overcame his fear of the multitude

of upturned faces which looked at him as he stepped onto the platform. He used to fairly drive himself out on the stage by power of Will, but his knees were always shaky and his mouth caught a bit until he launched fairly into his subject and *forgot himself*.

Then he found the way to cure his fear through Image-ination, rightly directed. It all came to him naturally and easily one evening as he was preparing for a lecture in Des Moines, Iowa. The old trembles of anticipation came knocking at the door when reason and common sense at last asserted themselves.

He described the experience to a friend in about these words, "The picture of the audience came to me, with the usual fear that I would not measure up to their expectations. And right at the heels of that suggestion, followed this: Why, they're *friendly*! They've paid good money to come and hear me. They're expecting a good message.

They've heard from others that I'm *worth* hearing! What a fine encouraging picture. And I held my thoughts fixed on that idea as I walked to the place where my talk was to be delivered. In my Imagination I heard the hum of their conversation as I stood behind the wings. I heard with pleasure their applause as I came out to face them. I visualized their interested faces as I began to talk. I pictured the satisfaction I always feel after giving what little I may have to an interested group of listeners. From that moment I ceased to fear my audiences, and my new courage enables me to start out each lecture with a freedom which I never had before."

If you sell or want to sell, you can apply this method to your own work. Instead of looking forward to personal contacts with misgivings, let your Imagination dwell pleasantly on the experience. Picture an interested, expectant listener. See yourself confi-

dent, courteous and thorough in your work as you present your proposition. Remember that others, less able than yourself, have probably sold successfully to this man. Keep your mind set on this Picture as you go in to see him.

One word of caution.

Coué does not teach that we can Imagine ourselves into success which is beyond our deserving or out of reach of our ability and training. Your Imagination and autosuggestion must square up with reason.

At the beginning of this chapter was reprinted a sentence from one of Coué's treatments. This may easily be adapted to an autosuggestion to be repeated several times at night before going to sleep and in the morning when awakening. Editing Coué's sentence for this purpose, we have:

"This self-distrust is disappearing little by little and is steadily being replaced by self-confidence which will

make it easier every day for me to meet and sell to new customers."

That is a perfectly reasonable declaration to make and will bring results in salesmanship even as Coué has proved it to succeed when used to assist the many fearful and neurotic patients who have become free under his treatment.

Try, if possible, to see your fears in all their natural silliness. To see a fear in a humorous light is to relax, and to relax is to put yourself in the best possible physical condition to resist fear.

The physical conditions associated with fear are tenseness, tightness, contraction, constriction. The thoroughly frightened animal stops, draws itself together, crouches. The highest animal—man—is no exception. But the man can call upon Will or Imagination to help him overcome or at least lessen his fear.

But see what happens when you use

Will. The physical conditions associated with fear are exactly the same as those associated with the strong attempt to use Will! The man intensely using Will power compresses his lips, pulls down his eyebrows, clenches his fists, draws himself together! And only makes his fear worse!

Could any evidence point more clearly to the need for constructive Imagination in the elimination of fear?

Under the influence of pleasant anticipations and Images, persistently dwelt upon in the mind, a sense of freedom comes. The clenched fists open. The tense mouth relaxes. The brow smooths out. The taut muscles "let go." The head lifts itself up. And fear goes.

Don't despise this physical aspect of the situation. Take full advantage of it when you are dealing with that hard customer.

Says Coué, "So when you wish to do something reasonable, or when you

have a duty to perform, always think that it is *easy*, and make the words *difficult, impossible, I cannot, it is stronger than I, I cannot prevent myself from . . .*, disappear from your vocabulary; they are not English. What is English is: '*It is easy and I can.*' By considering the thing easy it becomes so for you, although it might seem difficult to others. You will do it quickly and well, and without fatigue, because you do it without effort, whereas if you had considered it as difficult or impossible it would have become so for you, simply because you would have thought it so."



### III

## GETTING SOLD ALL OVER

"Every one of our thoughts, good or bad, becomes concrete, and becomes in short a reality."  
—EMILE COUÉ.

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Every one of your thoughts about your product and your house must be right before you are truly ready to sell.

The salesmanager for one of the large grocery jobbers makes a periodical analysis and study of each salesman's reports for the previous three months. "In this way," he says, "I can often get at the real reason why a salesman is not selling more of our goods. With a sheaf of one man's reports before me it is surprising to see how regularly some one excuse will appear for failing to make the sale. For example, Wray, one of our best men, gave this as his most common reason for not closing the sale, 'This dealer buys from a friend and is therefore a hard one to swing to

our line.' Richards, another of our men, seemed to run most commonly to this as an alibi, 'This dealer buys from So-and-so because he gets more favorable terms and discounts.' Stuart had as his most common explanation for not landing a dealer, 'This dealer insists that our prices are too high.'

"So I got the three men together.

" 'Fellows,' I said, 'here's something for you to think about. Twenty-eight times during the past three months Wray wrote that he couldn't sell the dealer because of personal friendship for a competitive salesman. Thirty times during the same period Richards said that he couldn't sell because competitors offered better terms. And forty-one times Stuart reported that our prices were too high!

" 'What's the answer? I know that you fellows are doing your level best. You've gladly accepted all the help and suggestions I could give you. Now I want to finish your training as sales-

men, and I think it can be done in a very few minutes.

“‘Wray, one of two possibilities is true in your case. Either you haven’t learned how to show a dealer that a stock bought solely on a friendship basis will prove disastrous in the long run, or else you aren’t striving enough to make friends of the dealers you call on. If you were strong on both of these points you wouldn’t be turning in this excuse which hardly ever appears on the reports of either Richards or Stuart.

“‘Richards, you aren’t yourself entirely convinced that our discounts are fair, or else you don’t realize how favorably they compare with those offered on competitive goods. For your benefit, I give you this sheet which shows that the only houses offering better terms and discounts are those which the well-informed retailer will admit to be low-grade, and concerns which cannot always be relied upon to deliver

goods that live up to the representations made for them by the salesmen. Again, the proof that you are wrong lies in the fact that during the past three months neither Wray nor Stuart have offered poor discounts as a reason for not closing a sale.

“ ‘Stuart, your excuse gives me greater cause for worry than those offered by either Wray or Richards. Somehow you must still feel that you have to sell the grocer on a price basis. As we’re selling only the better class of groceries, you’re doomed to failure if you keep on being willing to accept an objection to our prices as valid. Your only salvation is to cut the word “price” out of your vocabulary and learn how to make high-grade goods and a high-grade business sound attractive to your customers.’ ”

Any salesman who wants to find out if he is “sold all over” can easily apply this method of analysis to his own reports.

What excuses do you most commonly accept from the dealer as good and sufficient explanations for his refusal to buy? Look over your reports. That's where you will find the reasons for your failures!

When you find one alibi frequently repeated, lose no time in getting straight on that particular point. It will be well worth consecrating all your spare time to the effort.

The soldier sometimes wonders if the cause for which he fights is really worth while. Blue Monday comes to the actor, the broker, the ditch digger, the merchant. Yes, and to the salesman too. Some days *everything* seems wrong. The whole job seems worthless. After all, is the product really as good as it has been represented? Is the house really deserving of prosperity? Isn't it time to look for some other connection?

Right there autosuggestion is able to come to the rescue amazingly. It is

quite possible for the blue salesman to resell himself "all over" and quickly begin to bring home the bacon again. Carefully consider each main point involved. Reduce it to its simplest terms. Meet each suggestion of inferiority with a correct, positive statement. A salesman to whom this advice was given wrote down a self-treatment which read as follows:

"(1) *Am I getting a square deal from my employers?* Yes. No other house in my line pays its salesmen more, nor offers them a better chance for advancement. Nor are my employers niggardly about expenses like many companies I know of. They give me all I can expect in the way of selling equipment, and if I think up any additional helps which I really need, I know that these too will be promptly taken care of.

"(2) *Does my product offer good value to the dealer?* It certainly does. It is easy for the dealer to resell by rea-

son of its favorable standing with the public for many years. A considerable amount of first-class advertising constantly stimulates and increases this demand. Many of the leading merchants in my territory carry and display these goods and consider them far ahead of those offered by competing houses.

“(3) *Are my employers businesslike and friendly with their trade?* Yes indeed. They promptly and courteously answer all letters. They pack carefully and ship promptly. They are very reasonable about credit arrangements. They give the dealer good display cards and display cases to help sell the goods, and frequently send useful suggestions through special bulletins. Dealers often tell me how much these bulletins have helped them.

“(4) *Are the prices right?* Yes. The public demand is plenty of indication of that.

“(5) *Is the dealer's profit fair?* He might make a little more profit per sale

on inferior merchandise, but the wisest, most experienced dealers agree that they can *hold* trade better on my goods, and that must always be considered along with the margin of profit. Further, there is an actual call for my goods which does not exist on the cheaper, nondescript brands.

“(6) *Have I any kicks at all about the treatment I get from my employers?* Once in a while. But I find that most of them are not serious and I can usually get a fair hearing on the others. I realize that no employer is absolutely perfect. Neither am I as a salesman perfect. All in all their reasonable complaints about my work would probably add up to as big a total as my complaints about them. When I am sore or discouraged I will remember this and carry on.

“(7) *Therefore is it up to me to sell?* Yes. There are lots of dealers in my territory who are pushing similar goods which do not equal mine in value of-



ferred to either the trade or the consumer. Every one of these dealers is a challenge to my ability as a salesman. I owe it to these dealers, my product, my employers, and myself to present my case so interestingly and convincingly that these dealers will get the benefit of handling my better goods.

“And that’s exactly what I am going to do.”

Any salesman can easily draw up some group of analytical and suggestive statements such as these. The salesman referred to has his typewritten on a stout card which he carries with him and frequently looks at while riding on to the next town.

On adapting his idea you may find that your company or your product do not stand up so well under such an analysis. Never mind. Make whatever positive, favorable statements you can, and cover the negatives in somewhat the same way as they are in the example given. See Question 6 and its

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answer. No product presented to any dealer is entirely perfect. If it were, the dealers would all reach for it so fast that you wouldn't be needed at all to sell it!

The whole output in that case could be sold by mail.

After serious thought, if you find that you can answer only one or two of these negative suggestions about what you sell, you can be thankful that you have discovered that you are working for the wrong house, and that you need waste no time in hunting for another position where the possible positives are more in the majority.

The Coué formula:

"Day by day, in every way,  
I am getting better and better."

can serve to better your salesmanship in every respect at the same time that it is bringing you better health, habits, and qualities of disposition. Remember the importance of the words "in

every respect." Coué lays great stress on their value.

You should too, if you want to get the fullest possible value from his teachings and their application to salesmanship as set forth in this book.

## IV

### SUGGESTION IN SALESMANSHIP

"To have and to inspire unalterable confidence, one must walk with the assurance of perfect sincerity, and in order to possess this assurance and sincerity, one must wish for *the good of others* more than one's own."—"Culture de la Force Morale," by C. BAUDOUIN.

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Swivel-chair "experts" on selling sometimes speak of "hypnotizing" the buyer.

Coué shows that actually this is impossible.

We do not really accept suggestions from outside unless we consciously or unconsciously wish to. In actual experiments, hypnotists under proper supervision, for the sake of getting light on mental phenomena, have put subjects into a state of hypnosis and then commanded them to do some act which the same people could not be persuaded to carry out if awake and conscious.

These experiments ended in failure. For example, a girl might be hypnotized and then told to go and murder her father. She would refuse, start to expostulate, or come out of her trance. Or a staid and dignified old gentleman might be hypnotized and told to act like a monkey. This he might refuse to do, and when pressed, would simply "come to." We are all aware that even the most expert hypnotists find subjects who cannot be made to pass into the hypnotic state.

No honest or honorable salesman wants to enforce his will on that of the customer. But if any readers of this book look upon suggestion as a possible means to that end, they are going to be disappointed.

Coué lays great emphasis on the fact that suggestion can be used successfully only when the suggestion made squares with the desire of the patient, or in this case, the prospective customer.

He says, "What then is suggestion?

It may be defined as 'the act of imposing an idea on the brain of another.' Does this action really exist? Properly speaking, no. Suggestion does not indeed exist by itself. It does not and cannot exist except on the *sine qua non* condition of transforming itself into *autosuggestion* in the subject. This latter word may be defined as 'the implanting of an idea in oneself by oneself.'

"You may make a suggestion to someone; if the unconscious of the latter does not accept the suggestion, if it has not, as it were, digested it, in order to transform it into *autosuggestion*, it produces no result. I have myself occasionally made a more or less commonplace suggestion to ordinarily very obedient subjects quite unsuccessfully. The reason is that the unconscious of the subject refused to accept it and did not transform it into *autosuggestion*."

A cardinal point in the use of suggestion in salesmanship is this: *Always*

*present suggestions to the customer which he himself wants to come true. Only then will he accept your suggestions and convert them into autosuggestions—in other words, only then will he “sell himself.”*

The only acceptable suggestions to him are those which bring up Images of benefits or pleasures.

Build your selling talk around such Images and you cannot fail to succeed.

A salesman who travels for one of the most exclusive manufacturers of ready-to-wear men's clothing has discovered that the most successful suggestion he can offer is coupled with a Picture or Image of a high-grade store and high-grade trade. In his selling he repeatedly uses the word “high-grade.” A sample selling talk of his would probably read something like this:

“You certainly have a nice store here, but what are you doing to get more of the high-grade business?”

The customer can make only one of two answers:

(1) He may answer that he doesn't get as much high-grade business as he would like, or

(2) He may answer that he already has most of the high-grade trade. In this case the salesman will say, "But, of course you could take care of still more high-grade trade."

Obviously the answer is yes.

The salesman then suggests a Picture of more and more high-grade customers coming in to buy more and more high-grade clothing. He pictures this result as the natural outcome of featuring the line of clothing which he represents. He shows swatches of woollens, dwelling on the fact that these materials are high-grade. He quotes the experiences of many high-grade dealers in other cities who have put in and pushed this high-grade clothing. He points out that these high-grade garments not only offer greater profit



per sale, but that they are bought by high-grade customers who do not wear one suit threadbare before buying another. He shows some of the high-grade advertising which his company puts into print. He gets out high-grade announcements, high-grade booklets, high-grade display cards, etc. As the line is high-grade, the sale of it is always confined to only one dealer in a city.

Over and over the word "high-grade" is used.

It presents an extremely acceptable picture to any dealer.

As the salesman talks along these lines, the dealer says to himself, "Yes, I *would* like to have more high-grade customers. That's right, the profit is higher on high-grade clothing than on this lower-priced line I'm carrying now. Nothing will put my clerks more on tip-toe than a lot of high-grade customers coming in. It's more satisfactory to

be associated with high-grade trade than the lower-class trade."

In other words, every suggestion of the salesman has been turned by the dealer into an autosuggestion! And the force of the single idea persistently dwelt upon by the Imagination becomes irresistible.

Coué says, "Every thought entirely filling our mind becomes true for us and tends to transform itself into an action." In order to make a thought entirely fill your customer's mind one precaution is necessary.

You must be careful not to deal in too many Images. The mind can dwell far more intensely on one Image than on a dozen. Some salesmen make the mistake of using too many selling arguments. If you argue price, profits, performance, deliveries, materials, workmanship, experience, and terms in the same sales talk, the chances are that you will only confuse many of the possible customers you talk with.

But it is not necessary to throw these good talking points overboard.

Aim to present the one Image which has the greatest appeal, carefully using the others as reinforcing points rather than additional reasons for buying. As an example: "High-grade clothing commands high-grade prices. High-grade prices mean high-grade profits. Of course we have to put high-grade materials into our garments—high-grade customers expect them. Our experience has all been with high-grade clothing—we make none to sell at lower prices."

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Remember also that the dealer probably has his consciousness already filled with Images quite different from the one which you are trying to impress upon him. He may be worrying about an overdue shipment, or sickness at home. Perhaps he is thinking about a

fishing trip which he is eagerly looking forward to. As you watch him nodding to your talk, he may in reality be thinking about a new radio set which he is going to buy on the way home.

How often do *you* really give undivided attention to those who attempt in conversation to interest you?

This human failing emphasizes from another standpoint the necessity of presenting a single Picture or Image at a time and the further necessity of making that Image as sharp and clear as possible. Your Image is in competition with other Images. So your Image must be more striking, more interesting, more acceptable than the others. You have got to crowd out the other Images before yours can, as Coué says, "entirely fill" the mind and "transform itself into action."

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Here is something which you can count on: Every customer with whom

you deal has within him in some form or other the desire to be great. Perhaps he wants only to be a great pinochle player, or an authority on Indian arrow heads. Possibly the desire is even perverted somewhat. But in some form or other it is there. The art of selling successfully consists largely of stirring up this desire to be great and then presenting an Image which gratifies it and thus leads to a sale.

An agent for one of the less-known automobiles successfully uses suggestion by actually playing up the smallness of his company and its output. His car is, of course, well made and fairly priced. In talking with the motorist who is looking over the car for the first time, this dealer commonly enquires where the visitor lives. Often it is possible to say, "If you buy one of these cars, *you'll be the only one on the block who owns one.*" Or he may say, "Of course there aren't many of

these cars in town. The production is small and we can get only a few cars this year." This appeals to the desire for exclusiveness (one form of the desire to be great) which is so common in many people. This dealer is always sold out months ahead as a result of his skill at making a suggestion which the prospective customer turns into the autosuggestion: "Here is my chance to be exclusive."

The head of a big storage warehouse in one of the Atlantic-coast cities plumes himself on the fact that he is, and has always been, extremely progressive. He was a pioneer in sharing profits with his employes. His horses in former days were the pride of their drivers. In many ways this man has been an innovator. Some years ago came the dawn of the motor truck. Salesmen called on this gentleman. Mostly they talked mechanical specifications and the comparative costs of horse-drawn and motor-truck hauling.

They even offered to take his old equipment in at an attractive allowance. But the warehouse man was not interested. He didn't know the difference between a cam shaft and a wrist pin. A few dollars saving didn't interest him.

Perhaps you have already guessed how he was finally sold. A smart salesman realized that every selling point must be subordinated to a direct appeal to this man's desire to be progressive. He asked the hard customer to picture the streets of the future—there was no doubt but that the horse-drawn vehicle would be almost entirely absent. He pictured the moving van of the future—and it was found that horses were too slow and wasteful. He showed that progress called for a larger radius of operation—and that only a motor truck could answer the need.

After stirring the Imagination with Images, nothing remained but to sow the suggestion that all those forward steps were possible then and there.

And that selling talk won where mountains of specifications and generalities had failed.

To use suggestion in selling, then, there are several points to be borne in mind:

(1) Properly speaking, suggestion does not exist by itself.

(2) To be effective, the suggestion must be acceptable to the conscious or subconscious mind of the customer or he will not turn it into an autosuggestion.

(3) A successful suggestion includes an Image or Picture of benefits to come. If the dealer cannot create a mental Picture of benefits from your selling talk, the chances are that the suggestion will not be very successful.

(4) Since various Images are always passing through consciousness, it is necessary that the Image in your suggestion be sharp, clear, and extremely desirable in the mind of the customer. Otherwise, your Image will only be



mixed together with the other Images which already occupy his thoughts.

(5) Don't attempt to use suggestion until you know something about the man you are talking to. Premature attempts to use suggestion may lead you into making the wrong appeal, and thus be inefficient or actually antagonize the customer.

## V

### SUGAR FOR SOUR DISPOSITIONS

"Likewise, if you occasionally suffer now from depression, if you are gloomy and prone to worry and look on the dark side of things, from now onwards you will cease to do so, and, instead of worrying and being depressed and looking on the dark side of things, you are going to feel perfectly cheerful, possibly without any special reason for it, just as you used to feel depressed for no particular reason."—EMILE COUÉ.

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The quotation above is from a section of Coué's book in which he instructs the reader how to go about treating others in case of illness. Although the original and complete text deals with therapeutic work, it is decidedly significant that Coué makes his suggestions cover the correction of flaws and shortcomings in the disposition and mental outlook of the patient.

Fear, anger, depression and other negative qualities of the mind actually create chemical poisons within the body. In many cases these negative thoughts or emotional states are a contributing factor in illness, if not the sole cause. This statement is based entirely on the findings of scientific men who have conducted their experiments along purely scientific lines.

It is becoming more and more common for physicians to say that cancer is caused by fear or worry.

Authorities on psychology are presenting strong evidence that goiter may be due directly to worry about money matters.

But this is not the place to enter into a discussion of the effects of emotional conditions on the health. Our purpose in this chapter is to take up instead the method of ridding ourselves of these moods which also interfere with our ability as salesmen.

In recent years some of the large

chains of stores have laid great emphasis on the simple, courteous "Thank you!" which all clerks have been instructed to say to each customer at the conclusion of the purchase. In one case at least, this single difference in store-keeping is considered a most fruitful reason for the success of the enterprise.

But the advocates of "Thank you!" do not seem to have realized more than half of the importance of this simple courtesy. They have attached much emphasis to the effect which "Thank you!" has on the *customer*. True, that value is not to be despised. Other things equal, the customer will always prefer to deal with the clerk or salesman who shows the best breeding.

Now, a student of Coué's writings knows that the clerk's "Thank you!" has another practical side to it which is certainly quite as valuable, if not more so, than the effect it may have on the customer. And that is—the

autosuggestive value which a constant repetition of "Thank you!" has on the *clerk himself!*

The world is perhaps just beginning to learn how extremely practical it is to think rightly and act rightly. Let us see why and how his own "Thank you!" benefits the clerk.

The continual repetition of "Thank you!" constitutes a particularly good autosuggestion. I say particularly good because the subject does not realize that he is actually treating himself when he says it! That, Coué teaches, is most important.

To make the matter plainer, let us take another example.

Suppose that a mildly impatient man starts in saying "Damn it!" ten times a day at petty annoyances. Continuing in this way his impatience will assuredly increase, until he ends by making mountains of trouble out of every molehill. Why? Because every time he says "Damn it!" he in effect

and unconsciously declares, "That thing or person annoys me. I am easily annoyed." And he thus aggravates his shortcoming instead of setting out to remove it. He is finally governed by the idea "I am annoyed" where he could just as easily have learned to be governed by the opposite, constructive idea, "I never get annoyed!"

"Thank you!" when constantly repeated exercises a very powerful influence for good. Yes, even if the clerk says it automatically. The reason is not hard to find. Associated with "Thank you!" is an unconscious autosuggestion which may be represented by these words: "I am appreciative. I enjoy my contact with this customer and each new customer who comes to deal with me." The practical results, from the clerk's standpoint may easily include a better general disposition, which in turn means better health, lessened fatigue and so brings increased ability to get through the day with less

wear and tear. Even when customers themselves are irritable and fussy, the clerk will find himself calmer and better able to quiet them down—all by virtue of the "Thank you!" attitude which in time becomes a part of his own subconsciousness.

The proprietor of one big department store noticed that nearly all complaints about clerks gave the late afternoon as the time of day when the unpleasantness occurred. Reasoning the matter out, he came to the conclusion that this was due to the fatigue which was natural as the day came to a close. Fatigue, of course, cuts down the general mental and moral tone. This merchant resolved to cut down the complaints. The method he devised included autosuggestion.

The clerks were instructed to leave their counters for a few minutes each afternoon between three o'clock and three-thirty. Definite shifts were arranged, so that the service would not

suffer. The clerk was told to wash his face and hands and then say firmly to himself, "I dare any one to get my goat between now and five o'clock!" As a result of this simple practice, the complaints in that store have been almost entirely eliminated.

It was only a plain business man who worked this problem out. He had no theoretical training in psychology. But intuitively he formulated the best possible autosuggestion to meet the situation. As we are trying here to learn the art in the simplest and most practical way, it may be worth a few paragraphs to analyze the statement a little.

*"I dare any one to get my goat between now and five o'clock!"*

In the first place we find no highfalutin' language. The statement is made in colloquial, every-day words all of which were probably commonly used by every clerk who repeated the sentence. In other words, the autosugges-



tion sounded self-made, rather than a trick formulated by some "expert" whose interference might antagonize the clerk. Coué shows that autosuggestion is most effective when made in the patient's own natural language.

*"I dare any one"* was a self-announced challenge to all comers, bar none. The hidden powers of the unconscious rush to help us in maintaining the strong positions which we strive to take. A challenge, in particular, enlists the support of the best that is in us.

*"I dare anyone to get my goat"* is a fairly humorous way of putting a challenge. We saw in a previous chapter that a laugh and good humor actually have a relaxing effect on the body. This is particularly valuable in the case we are examining. The end of the day is near, and many clerks may be impatient and a bit irritable. The mental states induce physical tension, and this very tension further aggravates the irri-

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tability. We short circuit this vicious circle by replacing the possible bad humor with good humor.

“ . . . *between now and five o'clock!*” The autosuggestion closes with a clear and definite thought, rich in associated ideas. As the clerk says it, the words can hardly fail to suggest the idea, “Why, that’s not hard. It’s almost half-past three now—only an hour and a half before closing time.” Reason agrees that the attempt will succeed. No impossibility is presented to even the least favored of the clerks who make this declaration. Coué show us that “sweet reasonableness” in autosuggestion must be observed.

The traveling salesman who is struggling with impatience or irritability can easily adapt this particular autosuggestion to his own needs.

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Any one who has talked much with different types of dealers about the

shortcomings of salesmen, knows that faults of disposition are the greatest barriers which block the way to success in the case of many men on the road. The full list of these "sins of the disposition" would probably reach out over more pages than we can spare here. I will put down only a few of them.

*Haughty selling.* "You small-town (or one-horse) dealers ought to be thankful that a traveling man ever comes near you."

*High-and-mighty selling.* "I represent a big house. What they say, goes!"

*Grouchy selling.* "Oh, what the devil makes you ask all those foolish questions?" (You may only *think* this, but somehow it always makes itself show to the dealer.)

*Impatient selling.* "I've got to catch the train that leaves in half an hour, so come on and make it snappy!"

*Touchy selling.* "I don't see why

you sent in that order by mail. Now I won't get credit for it. Why didn't you wait until I got around again? You knew that I'd show up within a few weeks."

*Smart-alec selling.* "How the dickens do you know how much of this stuff to order when you've never handled it before? Now you leave the size of this order to me." (Then he puts one over.)

*Profane selling.* Some salesmen think that strong language is a sign of strong salesmanship. Last summer I stood in a public garage while a young thug of a traveling salesman tried to sell the proprietor a new line of bumpers. Every third word or so was taken from the Bible. The dealer said to me after he had gone, "Y'know, I swear too much myself, but I've never known first-class goods to go with a selling talk like the one that fellow gave me. Cuss words are the surest way to scare me out of buying."

*Sour salesmanship.* Some salesmen constantly go around bemoaning the fact that they *are* salesmen. They harp on the poor hotels in the territory, they belly-ache about the rotten train service, they gossip freely about the unappreciative dealers on whom they call. How on earth they expect such talk to help them make their quotas no one knows, least of all the merchants who have to listen to it.

*Disloyal selling.* The salesman, of course, has no right to disclose to one dealer the size of the order placed by his competitor. Nor has he any right to repeat information given by one dealer, which, when circulated, may do that dealer harm. Yet such disloyalty is not at all uncommon.

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In correcting such flaws of the disposition the starting point for the salesman is to go over his thoughts with a fine-tooth comb. He must be honest

with himself. He can often profitably ask some old acquaintance, or even a friendly dealer on whom he calls, to tell him his shortcomings.

Taking these up, one by one, he should formulate an autosuggestion covering each. The main points to be covered are: (1) this shortcoming is about to disappear, (2) the disappearance will go on steadily, surely, and at an increasing rate, and (3) the possession of the correlative good quality is now appearing and will increasingly replace the undesirable quality which formerly had the upper hand.

Now we will look again at a form of suggestion advocated by Coué as useful to the practitioner when directly addressing the patient.

In reading this, remember that you are both practitioner and subject. It may be that you will wish to convert these suggestions into autosuggestions. You can do so by changing the word "you" to "I," and making any other

changes that may be necessary to cover your particular problems.

Coué writes, “. . . you will feel perfectly well, cheerful and active.”

“. . . if you occasionally suffer from depression, if you are gloomy and prone to worry and look on the dark side of things, from now onwards you will cease to do so, and, instead of worrying and being depressed and looking on the dark side of things, you are going to feel perfectly cheerful, possibly without any reason for it, just as you used to feel depressed for no particular reason. I say further still, that even if you have real reason to be worried and depressed you are not going to be so.

“If you are also subject to occasional fits of impatience or ill-temper you will cease to have them: on the contrary you will be always patient and master of yourself, and the things which worried, annoyed, or irritated you, will henceforth leave you absolutely indifferent and perfectly calm.

“If you are sometimes attacked, pursued, haunted, by bad and unwholesome ideas, by apprehensions, fears, aversions, temptations, or grudges against other people, all that will be gradually lost sight of by your imagination, and will melt away and lose itself as though in a distant cloud where it will finally disappear completely. As a dream vanishes when we wake, so will all these vain images disappear.”



## VI

### IMAGINATION IN STORE-KEEPING

"It is the *training of the imagination* which is necessary, and it is thanks to this shade of difference that my method has succeeded where others—and those not the least considered—have failed."—EMILE COUÉ.

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This chapter and the next are in a sense an interlude. We are about to look at Imagination or the successful use of Images in store-keeping and the manufacture of commodity.

The clerk who hopes some day to become a merchant and the traveling salesman who hopes to be a successful executive or manufacturer should learn how to use Imagination in the retailing of any commodity which he may handle.

The salesman on the road who has cultivated his Imagination will often be able to help his dealers to sell more goods and thus in turn buy more product from him.

The reader who is already a merchant should learn more about the ways in which directed Imagination can increase his business.

We will start by reminding ourselves again that the word "Imagination" starts out with the word "Image." Let us see how Images can help in our efforts to dispose of more merchandise to more and more customers.

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In New York City is a certain restaurant. In the main it is quite like many other restaurants. Prices are the same. The same foods are served. But a single, simple difference makes this eating place quite dissimilar to others and accounts in a large measure for the unusual success which this place enjoys.

Here is how Imagination has been used. In most restaurants you are given a few conventional slices of conventional bread. In this restaurant you are served with a variety of bread-stuffs—currant buns, buns with frosting on their tops, rolls sprinkled over with caraway seeds, buns which are parted in the middle and buns which are parted on one side.

That gives you an Image or Picture which you do not find at the tables in other restaurants. It adds to the pleasure with which your Imagination dwells upon the whole meal which is set before you.

Old-time restaurants hung plain curtains in their windows and showed no display of any kind. So long as there was little difference in the appearance of these places, there was little choice to be exercised by the hungry one in search of a place to eat. But restaurant men have learned that their windows are extremely valuable when

filled with Images or Pictures which stir up in the Imagination of the beholder the autosuggestion, "I'm hungry. That certainly looks good. Guess it's time to eat now!"

And so, the restaurants of today often put an appetizing Picture into their windows.

In Child's we see a spick-and-span young fellow making butter cakes, buckwheat cakes, cornmeal cakes, toast. In front of him we see red, luscious apples, grape fruit ready to burst with juice, and possibly a pumpkin when pumpkin pie is in season. Behind these Pictures we get still another Picture—that of a crowd of our fellow men, satisfying their hunger.

Many arm-chair lunches that formerly hung out a sign "Quick lunch" now display a briefer and far more suggestive sign which carries the single word "Eat." The words "Quick Lunch" were not lacking in pictorial value, but "Eat" stirs Imagination to picture *our-*

*selves* in the very act of taking in chicken pie, steaming coffee, apple pie a la mode, and whatever else makes up our ideal of a good dinner.

And the restaurant man who runs those Rotisseries! He gets our Imagination going at a still livelier rate. We see the chickens, geese, pork, lamb, and beef revolving on the spits before live coals. The skin browns and crackles. The meat grows tender in front of our own eyes. The fat melts and glistens. The delicious meat juice drips down into a catch pan placed below and sends up an ambrosial mist. And as we watch, a sleek, well-nourished chef sharpens his knife, eyes the chicken or loin of pork appraisingly and with skill and dispatch slices off white meat and separates the joints.

Pictures! Images! Could any be better calculated to sell us food?

The rotisserie man sometimes goes even further. A grate with an outlet carries the fragrance of the broiling

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meats out onto the street where we catch a whiff of it and are reminded again that Imagination leads to action.

This chapter is not, however, dedicated to the restaurant man. I have quoted some examples of his progressive Imagination here because they are worthy of study on the part of all retailers.

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Coffee in bags or packages does not present an Image which greatly stirs the Imagination. As with the rotisserie chicken, it is the rising fragrance which arouses Imagination and makes us wish for the reality. Coffee in the bean gives off a great deal of this fragrance. And so a certain coffee merchant rigged up a blower arrangement which, like that of the rotisserie, sent out the aroma *inside* the store to stimulate the Imagination of the man on the street. Sales jumped!

Some of the electrical supply men have learned that semi-mechanical apparatus makes but little appeal to the Imagination of their customers who are women. For instance, a window display of electric toasters has little in it to stir up an autosuggestive picture. One dealer learned that it made all the difference in the world to show a toaster nicely set on a doilie, while beside it was placed a plate on which were laid several slices of toast. It is an old axiom of advertising men that to get down to real selling "You must Picture the article in use." That is the way to stir the Imagination of the buyer to the point where he sees himself using and enjoying the product while his unconscious says, "Good. I want that. I'll have it. I'm going to enjoy it. I'll get it now."

The electrical supply man also learned that a lonesome vacuum cleaner standing up in a window had practically no value as a sales maker. But

what a difference when a nice looking girl got into the window and ran the very same vacuum cleaner over a dusty carpet!

Likewise, the electrical supply man has found that though an electric heater may offer but little to the Imagination when placed baldly in the window, the same heater brings in real money when hitched up to the juice and mounted out on a box in front of the store to project its rays of warmth on the chilly passerby. *That* stirs Imagination—Pictures of vanishing goose-flesh—Pictures of emerging warm and comfortable from the bath tub—Pictures of a warm dressing room at six o'clock in the morning.

In these examples there is a basic principle which deserves attention from every retailer, every retailer's clerk, and every traveling salesman who knows that to help retailers is to help himself. Namely:

A display of naked merchandise has



little appeal to the Imagination. The merchandise must be accompanied by accessories, or set in a Picture which the beholder connects with *himself*.

For example: The furniture display of the average furniture or department store is arranged in long rows of chairs, closely grouped herds of tables, forests of beds and bureaus, endless family groups of overstuffed chairs. It is quite a job for our Imagination to seize these cold and abstract Pictures and couple them up with our own homes.

Thinking progressively, that remarkable merchant, John Wanamaker, introduced a "house palatial" into his furniture department. Later on, he showed completely furnished apartments and homes of more modest pretensions than the original "house palatial."

Pictures! Images!

The editor of one of the largest magazines once remarked that we love to read our newspapers because when we

see an item about Mike Tobasco who unexpectedly inherited a million dollars, we unconsciously ponder over what *we* would do if a similar legacy unexpectedly dropped down upon us.

So it has been with John Wanamaker's furniture department. Newly engaged couples have gone to Picture themselves living in the modestly furnished apartments. Newly-rich have let their Imagination live in the "house palatial" and the first thing they knew the house itself came into their lives. More Pictures! More Images! Pictures in which the beholder can and wants to see himself! Get Imagination going, says Coué, and you always get action.

The store windows give the average dealer his best chance to present Pictures which have selling value.

But see what sometimes occurs.

Most luggage dealers stack a lot of plain trunks and bags in their valuable windows. Result: No Image to stir

the Imagination. It is simply a case of transferring a part of the stock to the window.

An exceptional trunk dealer put a real lift into his sales by hiring a demonstrator, who dressed as a French maid, stood in the window all day long, packing and unpacking a wardrobe trunk. That was a Picture to "sell" you, where a million plain trunks might have had no relaxing effect on your purse strings.

The average shoe dealer hasn't begun to learn the possibilities of Image making in his windows. Like the luggage man, he is apt to merely transfer a part of his stock to the windows and let it go at that. An exceptional shoe manufacturer who sells through his own chain of stores, put a real Picture into the windows. All day long a buzz-saw calmly and briskly cut open perfectly good shoes. This Picture we do not couple directly with something that we might do, but it gave a Picture of good wearing qualities and honest materials

in a way which stock shoes on display never can.

The small cigar manufacturer unconsciously has the right idea when he makes his cigars in the front window instead of out in the back of the shop. At least his best Picture is where you can easily see it.

Who has seen a bank window that appealed to the Imagination? And yet what a rich set of Pictures could be associated with the intimate, human matter of saving and thrift. Some day we shall see the rotisserie principle applied in some way to banks.

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The display cards used in windows are worth a few words. At present, many of these appeal very little to the Imagination. We read "Banks Chocolates—"Sweets for the Sweet'" or "This fine straw hat—\$3.50" or "This latest travel book—\$4.00."

And we wish that these cards would more generally appeal to Imagination by presenting Images that are more definite. We wonder why Banks does not say "Tonight, after supper, open a box of these chocolates." We see a better text for the hat man, "Come in and let our mirror show you how well you look in this straw hat." We even think we could help the book man with "Here's a chance to travel for twelve days in China—\$4.00."

Wanted: More Pictures — more Images.

That is why so many big food manufacturers send hundreds of demonstrators out to stay with the local grocery men of the country. The Picture of the inside of the average grocery store is not stirring enough. The appeal to the Imagination is blocked at the sight of huge stacks of crackers, whole barrels of sugar and dirty potatoes, pyramids of carrots with the soil still clinging to them. The Picture of the

kitchen is entirely absent. The presence of foods as actually served at home is rare.

A demonstrator can correct all that. There she stands all freshly dressed in white, arms bare, apron on, stirring up the ingredients in the bowl, or cutting the cake, or deep-frying the crullers. There is a Picture which any woman can identify with *herself*. And the beholder's Imagination transfers the whole Image into her own kitchen. She no longer is in a grocery store—she is at home! Then she simply must let her Imagination turn into reality. To buy is the first step toward reproducing the Picture presented by the demonstrator.

But some of us sell service, or articles which cannot be presented in the same easy, familiar way as electric toasters or grated coconut. There's the real estate man, for instance. Many real estate men have learned that imaginative Pictures are quite possible in their

business. Matching houses on the basis of wood-work, lighting fixtures, and modernity of the plumbing may only put the possible purchaser in a cold, analytical frame of mind. A warm Picture is needed. And so the salesman is learning to make the most of the homely, simple little incidentals. An apple tree stands out in back of the house. The salesman Pictures the beauty of the tree in spring as the blossoms come out, and the satisfaction of gathering the crop itself in autumn. An asparagus bed presents a Picture of luxury and the certainty of having fresh vegetables even before the regular garden is bringing forth its crops. An attractive fireplace lends itself to a word Picture of cosiness and comfort for crisp fall nights.

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There is another, even greater side to the practice of Imagination in store-keeping. It is the genius of seeing Pictures of new kinds of stores and new

combinations of ideas in retailing. This often consists of combining two elements, each of which is common in itself, but when brought together produce a brand new Image. The self-service grocery store is an example—a combination of groceries with the cafeteria form of service.

David Oppenheim's Imagination showed him a Picture of children getting their hair cut while riding on hobby horses. As a result, his barber shops (Happy Land Barber Shops) are today found in dozens of large department stores in different parts of the country. Here, instead of the conventional barber's chair (to a child's eyes so horribly like the chair in the dentist's office) Mr. Oppenheim has provided large hobby horses with ample saddles. The child mounts. The barber snips away. The child's Imagination rides out with King Arthur's knights instead of taking him to a surgical operation.

Woolworth's Imagination pictured



the huge number of wants we have which can be satisfied by a nickel or a dime. The Woolworth Building is a monument to the success of that idea.

Sears-Roebuck saw the plight of the farmer who could not enjoy the benefits of John Wanamaker's or Marshall Field's. So Sears-Roebuck put a store like John Wanamaker's into a book and mailed it to the ruralist.

Always try to see old objects in new relations. That's one way to stimulate Imagination.

Try also to look at things as though you had never before seen them. This often suggests new possibilities in arrangement of stock and new trims for the windows.

Put yourself in the customer's place and try to see your store through his Imagination. You may decide to make some changes in a hurry! Images first! Sales come from attractive Pictures which the customer can tie up with himself—and *wants to!*

## VII

### IMAGINATION IN MANUFACTURING

"It is no paradox to say that in our most theoretical moods we may be nearest to our most practical applications."—PROF. A. N. WHITEHEAD.

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In the preceding chapter it was suggested that old things should be looked at as though they were new. Familiar objects should be viewed as though for the first time. In doing this we often find our Imagination stimulated into seeing new relationships and new markets for old products.

A manufacturer of rubber goods was watching children learning to swim. Some of the youngsters were buoyed up on inner tubes which, when inflated, supported them above the surface.

Imagination suggested to the manufacturer the idea of perfecting the idea by making a rubber device which would fit better and be more compact than the makeshift inner tube. This is a simple example of how new products are often invented.

Klaxon horns were first offered to motorists. Looking afresh at this warning device, it was seen that it might also be of great service on motor boats and even in factories as a fire signal.

When the market for motor trucks showed a temporary sag, it was found that railroads could equip a heavy-duty motor truck with flanged iron wheels and in some cases use it for short-run passenger service at less expense than locomotives and passenger cars.

Henry Ford insisted that every Ford dealer include the Fordson farm tractor in his stock and get out and sell it. This seemed like a real hardship to Ford dealers in the big cities until it

was seen that this farm tractor might be equipped with solid rubber tires and used by contractors for hauling.

A thermometer has been seen as something more than a weather indicator. One of these temperature recording devices is now attached to certain cook stoves to show the exact temperature of the oven. An imaginative man realized that the thermometer could also be adapted to the safeguarding of the automobile engine. His Motometer today warns millions of motorists when the water in the radiator is too hot.

Turkish bath towels had a limited market until Imagination showed some one that the same material would be welcomed by many when made into wash rags and face towels.

Office card indexes have a large market. But that market has been substantially increased by the Imagination which said that women would be glad to use this same file in their kitchens

as a convenient tucking-away place for their recipes. A cook book is sometimes awkward to handle in the kitchen. A card withdrawn from a file is much easier to read from and will always lay flat.

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Suppose that the market for your product were wiped out tonight. What would you do? Imagination may suggest new uses and market possibilities which have not occurred to you before.

Smith Brothers' Cough Drops started out to relieve coughs. But these same cough drops are today bought by many as a satisfactory confection which may be had for a very nominal price.

Bull Durham was first marketed as a pipe tobacco, but if that market were entirely lost tomorrow there would still be an immense consumption of "Bull" among those who use it to roll their own cigarettes.

Linoleum was originally a floor covering which had no aspirations to be seen anywhere but in the kitchen. It is now making its way into the other rooms as well, and the manufacturers are finding it worth while to spend hundreds of thousands of dollars to advertise Linoleum for the bed rooms and even the living room!

Underburned and overburned bricks used to be discarded. Then some Imaginative person built a wall of them. The slight variation in the colors of the individual bricks proved very attractive when they were brought together in this way. Today modern home builders pay a premium for these bricks, buying them in preference to the evenly matched bricks which were used in the little red schoolhouses of our childhood.

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Many manufacturers do not realize that the Imagination of customers is

constantly discovering new uses for their product.

The 3-in-1 Oil people have found that their customers have discovered many uses for the lubricant which the company itself never thought of. These uses have been carefully collected and made a feature of the manufacturer's advertising and booklets.

One large advertiser uncovered scores of new ways in which his cleanser might be used. He announced a Prize Contest. Prizes were offered to the women sending in the greatest number of uses to which the cleanser could be put. One woman went through a complete, unabridged dictionary and copied off the name of every article there which might be cleaned with the advertiser's product. It was she, it is said, who won the First Prize.

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Many commodities are bought by one sex only. Often directed Imagina-

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tion will show how to sell such merchandise to the other sex as well.

Gillette Safety Razors are sold to many women now that evening dresses demand a smooth under-arm.

For a time some young women wore men's socks.

The man's type of golf suit is now with slight adaptations sold to women.

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The manufacturer may be too quick to accept the idea that his product can be sold in one season of the year only.

But Imagination may even show the way to get around this bugaboo.

B V D's are now worn the year round by many customers who originally put them on only when spring came.

The production of cheaper enclosed automobiles has been beneficial to both the automobile manufacturer and his customers. The car owner extends his driving season, securing comfort and protection in winter. The manufac-



turer makes additional sales because the increase in the owner's annual mileage brings him sooner into the market for another car.

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Color alone is often a means of extending sales. A new color may make the old Picture of the product brighter and thus far more appealing to the possible customer.

An example of this is the new Parker Duofold Fountain Pen. Most fountain pens have been black. This Parker pen is a dull scarlet tipped at both ends of the barrel with black. Hand in hand with the color change was an enlargement of the pen throughout, but the color alone plays a large part in stirring the Imagination of the beholder to the point where he wants to own one for himself.

Two candy manufacturers have told me that chocolates seem to sell best when wrapped in red. Chocolates

wrapped in green or blue packages are said to be slow moving. The manager of one of the chain drug stores had a lot of chocolates wrapped in white packages. Sales were poor. Finally the manager ordered each box wrapped in red paper. The brighter Image won—for the chocolates were then quickly disposed of.

A certain manufacturer marketed a dessert which, when served, was white. As an experiment, a little harmless coloring was added to a batch and the label carried the additional words "Rose Vanilla." Again the Picture presented by the colored product whetted the Imagination of the purchaser, and in a short time the pink dessert far out-sold the white, although there was not a particle of difference between the two in flavor, price, or size of the package.

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Free sampling through advertising or by the door-to-door method is a prac-

tical method of getting the Imagination of the consumer to dwell upon the attractions of the product in use.

Even a small sample will serve to put a Picture into the user's mind which serves to connect the product with his own daily living.

In some cases soap manufacturers have even given two full-size cakes to the housewife. By the time she has used both of them, her Image of herself as a regular buyer is often "set," and she automatically pictures herself as a "constant user."

A decidedly clever adaptation of the sampling method is that used by Lyon & Healy to sell baby grand pianos. Manifestly it was impossible to "sample" the piano itself. One obstacle in selling these pianos was the impression in the mind of the customer that even a baby grand piano was too large to fit comfortably into his home.

A paper floor pattern was devised which gave exactly the over-all dimen-

sions of the musical instrument. This was advertised. The picture showed the family laying the pattern on the floor. In this way they could easily discover whether the piano would fit or not.

But far more important: When once you laid that pattern on the floor your Imagination could hardly fail to complete the picture and show you the actual baby grand standing there before you. And you felt no real or lasting peace until you made the Picture turn into a reality.

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Some day, in addition to the other Vice Presidents, the progressive manufacturer may have a "Vice President in charge of Image-making." Why not?

## VIII

# CONSCIOUS AUTOSUGGESTION AND HEALTH

"Believe me, we had better leave off all these (medical) remedies: Life is a fortress which neither you nor I know anything about. Why throw obstacles in the way of its defense? Its own means are superior to all the apparatus of your laboratories. Corvisart candidly agreed with me, that all your filthy medicines are good for nothing. Medicine is a collection of uncertain prescriptions, the results of which, taken collectively, are more fatal than useful to mankind."—NAPOLÉON.

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In this and the following chapter we are to see how conscious autosuggestion, as taught by Coué, can be used by the salesman to maintain and regain health. All quotations here are from the book, "Self Mastery through Conscious Autosuggestion," by Emile Coué.

He writes, "Suggestion, or rather Autosuggestion, is quite a new subject, and yet at the same time it is as old as the world.

"It is new in the sense that until now it has been wrongly studied and in consequence wrongly understood; it is old because it dates from the appearance of man on the earth. In fact, autosuggestion is an instrument that we possess at birth, and in this instrument, or rather in this force, resides a marvelous and incalculable power, which, according to circumstances, produces the best or the worst results. Knowledge of this force is useful to each one of us, but it is peculiarly indispensable to doctors, magistrates, lawyers, and to those engaged in the work of education."

If space were permitted an almost endless mass of evidence could be produced to show that wrong autosuggestions which many of us nearly every day permit in our thinking finally mani-

fest themselves in diseases and physical disorders of almost every description.

There is an old oriental story which runs something like this: A traveler met the Plague outside the gates of Bagdad. "What were you doing in the city?" asked the traveler. "I killed a thousand," replied the Plague, "but Fear killed ten thousand more."

In the widespread epidemic of influenza which occurred during the war, it was noted that the disease and its resulting mortality were far lower in New York than in many other cities. The New York City health authorities attributed this result largely to the fact that they requested the newspapers to minimize the printing of news about the epidemic. In many other cities the local newspapers were crowded with influenza items. This caused the minds of the readers of those papers to dwell excessively upon influenza, to more greatly fear it, and to entertain a more lively expectation of actually getting

it. The evidence indicates that this set up autosuggestion with the result that the trouble was far more prevalent than it would have been if influenza news had not been so widely disseminated.

After the epidemic was over, national statistics were gathered regarding the mortality under varying forms of treatment. It is said on good authority that the mortality under non-medical treatment was far lower than where medicine was used.

It is a fact that many medical students have to give up their studies simply because they are so influenced by their reading of symptoms of various diseases that they reproduce these same diseases in their own bodies through imagination and unconscious autosuggestion.

A man who for many years had manufactured and marketed patent medicines, publicly stated several years ago that a mild epidemic frequently



followed the appearance of his advertising in the newspapers. Many who read these advertisements, through unconscious autosuggestion, reproduced the symptoms described and then bought the advertised nostrum to send them away!

In war it has been noted that the wounds of the victorious soldiers heal more quickly than the wounds of the soldiers on the defeated side. The only possible explanation is that the minds of the victors are uplifted and happy while the vanquished are depressed.

Certain uncivilized peoples have executed members of their own groups by announcing, after gathering together, a date which they set for the unfortunate one's demise. The death has usually taken place on the day set, the victim having converted the suggestion of impending death into an autosuggestion which proved fatal.

Cases are sometimes quoted where fortune tellers have prophesied death

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on a certain date to those who consulted them, and the prophecy was fulfilled. It is time to realize that it was not ability to foresee the future, but unconscious or even conscious autosuggestion which killed the victims in cases like these.

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Coué does not claim to be the originator of mental therapy. His desire has been rather to simplify such healing to a point where any one can take hold of it and prove its effectiveness in his own daily experience. He has no quarrel with either medicine or physicians. He simply says that there is usually a better way, and that better results may often be obtained through conscious autosuggestion than through medical treatment.

He says, "Every illness has two aspects (unless it is exclusively a mental one). Indeed, on every physical

illness a mental one comes and attaches itself. If we give to the physical illness the coefficient 1, the mental illness may have the coefficient 1, 2, 10, 20, 50, 100, and more. In many cases this can disappear instantaneously, and if its coefficient is a very high one, 100 for instance, while that of the physical ailment is 1, only this latter is left, a 101st of the total illness; such a thing is called a miracle, and yet there is nothing miraculous about it."

Lest Napoleon's striking quotation at the beginning of this chapter be misunderstood, this should be said. As a class, no workers are more entitled to respect and admiration than the medical doctors. Their self-sacrifice, their readiness for call at any time of day or night, sets them apart among those who serve the public. Of the art of medicine, however, we need not be quite so respectful. Admittedly, accurate diagnosis is often difficult, and several physicians may differ widely as regards

both the nature of the disease in a given patient and the prescriptions they give the patient to cure it. Few remedies can be counted on to act upon different patients in the same manner. Many physicians deplore the patient's insistence on strong medicine. Some physicians honestly admit that they often prescribe colored water or neutral pills for disorders which seem real enough to the patient, but are actually the fruits of wrongly directed imagination. Later the patient will report a marvelous recovery.

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Coué says, "If there are sceptics among you—as I am quite sure there are—all I have to say to them is: 'Come to my house and see what is being done, and you will be convinced by fact.'

"You must not, however, run away with the idea that autosuggestion can

only be brought about in the way I have described. It is possible to make suggestions to people without their knowledge and without any preparation. For instance, if a doctor who by his title alone has a suggestive influence on his patient, tells him that he can do nothing for him, and that his disease is incurable, he provokes in the mind of the latter an autosuggestion which may have the most disastrous consequences; if, however, he tells him that his illness is a serious one, it is true, but that with care, time, and patience, he can be cured, he sometimes and even often obtains results which will surprise him."

We cannot all go in person to see Coué at work, but from the book quoted we can observe some of the cures which have taken place under his treatment.

M. M——, living at Sainte-Savine, paralyzed for two years as the result of injuries at the junction of the spinal column and the pelvis. The paralysis was only in the lower limbs which were

swollen, congested, and discolored. Under Coué's treatment there was a noticeable improvement in eight days. Eleven months later the patient walked 800 yards. In July, 1907, he went back to work. No relapse.

Mlle. M——D, of Troyes. Suffered for eight years from asthma which obliged her to sit up in bed nearly all night, fighting for breath. Was quickly responsive to suggestion and in a short time the asthma disappeared completely. There has been no return of the trouble.

M. A——G, living at Troyes, long suffered from enteritis (inflammation of the intestines). At the end of three months the cure was complete. Twelve years have passed and there has been no relapse.

Mme. D——, at Troyes, was in the last stages of consumption. In a few months the cure was complete. Ten years have passed with no relapse.

M. X——, at Lunéville. Cerebral

disturbance which manifested itself in uncontrollable nervous trembling. Cured in 1910. No relapse.

M. E——, of Troyes. Gout. Unable to walk. After the first treatment the cure was complete.

Mme. H——, at Maxéville. General eczema. Both legs inflamed. Walking difficult and painful. Treated. That same evening she walked several hundred yards without fatigue. The day after found the swelling gone—for good. The eczema rapidly disappeared.

Mme. P——, at Laneuveville. Pains in kidney and knees for ten years. Constantly growing worse. Immediate improvement. Rapid and permanent cure.

Mme. Z——, of Nancy. Fell ill in January, 1910, with congestion of the lungs, from which she had not recovered two months later. Suffered from general weakness, loss of appetite, bad digestive trouble, infrequent and difficult bowel action, insomnia, and copi-

ous night sweats. Two days after treatment she declared herself quite well.

A young girl with Potts disease, found that her vertebral column became straight again after three visits to M. Coué.

Other cures—all of which have proved permanent — include, heart trouble, tubercular sores, abscess, varicose ulcer, chronic bronchitis, club feet, metritis, prolapse of the uterus, stammering, rheumatism.

Coué writes, "What conclusion is to be drawn from all this?

"The conclusion is very simple and can be expressed in a few words: We possess within us a force of incalculable power, which, when we handle it unconsciously is often prejudicial to us. If on the contrary we direct it in a conscious and wise manner, it gives us the mastery of ourselves and allows us not only to escape and to aid others to escape, from physical and mental ills, but also to live in relative happiness,



whatever the conditions in which we may find ourselves."

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Probably no worker is more in need of constant good health than the salesman on the road. He faces unusual variety in his meals, many of which are poorly cooked. He must travel through varying climates, where his territory is large. His sleeping quarters are often indifferent and noisy, to say nothing of frequent nights in a sleeper. Add to these irregularities long hours, early rising, and traveling late at night.

These things in themselves should not prove much of a handicap. And yet many salesmen unconsciously invite trouble by permitting unfavorable autosuggestions to govern their thoughts. They declare themselves upset by a piece of pie, or a change in drinking water, or changes in temperature, or

other conditions incidental to their vocation.

Deprived of normal home life and recreation, they are tempted to overeat, oversmoke, and form loose living habits in general. To such, Coué promises nothing—save that if they truly want to live according to reasonable standards of health, conscious autosuggestion will tame down excessive appetites and establish better habits. Then health will follow as a matter of course.

Little ills on the road can be cured readily and quickly by the use of autosuggestions specifically covering them.

Serious ills can be in a large measure forestalled by the regular use of the general autosuggestion statement which Coué recommends for use before going to sleep and in the morning upon awakening.

The body, as Napoleon indicated, possesses means for its defence which constitute what we might fairly call "a conspiracy for health."

The moment you cut your hand, red corpuscles rush to form a clot and stop the flow of blood. When the skin is broken or burned, the body quickly begins to manufacture new. The same curative work goes on in every case of sickness where adverse autosuggestion does not take place.

Sometimes grave problems for the body have been met by the unconscious without our even having been aware of it. For example, in one of the large hospitals, a post-mortem examination was made of scores of patients who had died from causes other than tuberculosis. And yet in over half of these examinations, indications were found that tuberculosis had existed in the lungs in mild form at some time or other, but had been cured by Nature working through the hidden powers of resistance which lie within the body itself.

Coué shows us how to work on the side of this natural recuperative force—

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how to help it when hard pressed, how to conserve its power by rejecting expectations of physical trouble when they suggest themselves to us without any foundation upon which they may rest.

## IX

“DAY BY DAY —————.”

“And I will show that whatever happens to anybody it may be turned to beautiful results.”

—WALT WHITMAN.

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There is always danger in attempting to express in different words the teachings of so individualistic a personality as Emile Coué. It is indeed a question whether another should attempt to take such a liberty. And so the writer of this book now seeks to retire as an author or teacher and attempt merely to exercise whatever editorial abilities he may have in selecting and arranging passages from Coué's teachings which will present in the most compact form the use of autosuggestion for maintaining and regaining health.

First, we must be clear regarding the conscious and unconscious self. Coué writes, "In order to understand properly the phenomena of suggestion, or to speak more correctly of autosuggestion, it is necessary to know that two absolutely distinct selves exist within us. Both are intelligent, but while one is conscious the other is unconscious. For this reason the existence of the latter generally escapes notice. It is, however, easy to prove its existence if one merely takes the trouble to examine certain phenomena and to reflect a few moments upon them. Let us take, for instance, the following examples:

"Every one has heard of somnambulism; every one knows that a somnambulist gets up at night *without waking*, leaves his room after either dressing himself or not, goes downstairs, walks along corridors, and after having executed certain acts or accomplished certain work, returns to his room, goes to bed again, and shows next day the

greatest astonishment at finding work finished which he had left unfinished the day before.

“It is, however, he himself who has done it without being aware of it. What force has his body obeyed if it is not an unconscious force, in fact his unconscious self?

“Let us now examine the, alas, too frequent case of a drunkard attacked by *delirium tremens*. As though seized with madness he picks up the nearest weapon, knife, hammer, or hatchet, as the case may be, and strikes furiously those who are unlucky enough to be in his vicinity. Once the attack is over, he recovers his senses and contemplates with horror the scene of carnage around him, without realizing that he himself is the author of it. Here again is it not the unconscious self which has caused the unhappy man to act in this way?

“If we compare the conscious with the unconscious self we see that the conscious self is often possessed of a

very unreliable memory while the unconscious self on the contrary is provided with a marvelous and inpeccable memory which registers without our knowledge the smallest events, the least important acts of our existence. Further, it is credulous and accepts with unreasoning docility what it is told. Thus, as it is the unconscious that is responsible for the functioning of all our organs by the intermediary of the brain, a result is produced which may seem rather paradoxical to you: that is, if it believes that a certain organ functions well or ill or that we feel such and such an impression, the organ in question does indeed function well or ill, or we do feel that impression.

“Not only does the unconscious self preside over the functions of our organism, but also over *all our actions whatever they are*. It is this that we call imagination, and it is this which, contrary to accepted opinion, *always* makes



us act even, and *above all*, against our *will* when there is antagonism between these two forces."

#### WILL AND IMAGINATION

Coué then goes on to show us why imagination always wins when in conflict with will.

"Suppose that we place on the ground a plank 30 feet long by 1 foot wide. It is evident that everybody will be capable of going from one end to the other of this plank without stepping over the edge. But now change the conditions of the experiment, and imagine this plank placed at the height of the towers of a cathedral. Who then will be capable of advancing even a few feet along this narrow path? Could you hear me speak? Probably not. Before you had taken two steps you would begin to tremble, and *in spite of every effort of*

*your will* you would be certain to fall to the ground.

“Why is it then that you would not fall if the plank is on the ground, and why should you fall if it is raised to a height above the ground? Simply because in the first case you *imagine* that it is easy to go to the end of this plank, while in the second case you imagine that you *cannot* do so.

“Notice that your *will* is powerless to make you advance; if you *imagine* that you *cannot*, it is *absolutely* impossible for you to do so. If tilers and carpenters are able to accomplish this feat, it is because they think they can do it.

“Vertigo is entirely caused by the picture we make in our minds that we are going to fall. This picture transforms itself immediately into fact *in spite of all the efforts of our will*, and the more violent these efforts are, the quicker is the opposite to the desired result brought about.”

SUGGESTION AND AUTOSUGGESTION

Still quoting from Coué: "Now that we have learned to realize the enormous power of the unconscious or imaginative being, I am going to show how this self, hitherto considered indomitable, can be as easily controlled as a torrent or an unbroken horse. But before going any further it is necessary to define carefully two words that are often used without being properly understood. These are the words *suggestion* and *autosuggestion*."

"What then is suggestion? It may be defined as 'the act of imposing an idea on the brain of another.' Does this action really exist? Properly speaking, no. Suggestion does not indeed exist by itself. It does not and can not exist except on the *sine qua non* condition of transforming itself into *autosuggestion* in the subject. This latter word may be defined as 'the

implanting of an idea in oneself by oneself.'

"You may make a suggestion to someone; if the unconscious of the latter does not accept the suggestion, if it has not, as it were, digested it, in order to transform it into *autosuggestion*, it produces no result. I have myself occasionally made a more or less commonplace suggestion to ordinarily very obedient subjects quite unsuccessfully. The reason is that the unconscious of the subject refused to accept it and did not transform it into *autosuggestion*.

#### THE USE OF AUTOSUGGESTION

Writing on the basic platform of his treatment, Coué says, "Whereas we constantly give ourselves unconscious autosuggestions, all we have to do is to give ourselves conscious ones, and the process consists in this: first, to weigh carefully in one's mind the

things which are to be the object of the autosuggestion, and according as they require the answer 'yes' or 'no,' to repeat several times without thinking of anything else: 'This thing is coming,' or 'this thing is going away'; 'this thing will, or will not happen, etc., etc., . . .' If the unconscious accepts this suggestion and transforms it into an autosuggestion, the thing or things are realized in every particular.

"Thus understood, *autosuggestion* is nothing but hypnotism as I see it, and I would define it in these simple words: *The influence of the imagination upon the moral and physical being of mankind.* Now this influence is undeniable, and without returning to previous examples, I will quote a few others.

"If you persuade yourself that you can do a certain thing, provided this thing be *possible*, you will do it however difficult it may be. If on the contrary you *imagine* that you cannot do the simplest thing in the world, it is

impossible for you to do it, and mole-hills become for you unscalable mountains.

"Such is the case of neurasthenics, who, believing themselves incapable of the least effort, often find it impossible even to walk a few steps without being exhausted. And these same neurasthenics sink more deeply into their depression, the more efforts they make to throw it off, like the poor wretch in the quicksands who sinks in all the deeper the more he tries to struggle out.

"In the same way it is sufficient to think a pain is going, to feel it indeed disappear little by little, and inversely, it is enough to think that one suffers in order to feel the pain begin to come immediately.

"I know certain people who predict in advance that they will have a sick headache on a certain day, in certain circumstances, and on that day, in the given circumstances, sure enough, they feel it. They brought their illness on

themselves, just as others cure theirs by *conscious autosuggestion*.

"I know that one generally passes for mad in the eyes of the world if one dares to put forward ideas which it is not accustomed to bear. Well at the risk of being thought so, I say that if certain people are ill mentally and physically, it is that they *imagine* themselves to be ill mentally or physically. If certain others are paralytic without having any lesion to account for it, it is that they imagine themselves to be paralyzed, and it is among such persons that the most extraordinary cures are produced. If others again are happy or unhappy, it is that they *imagine* themselves to be so, for it is possible for two people in exactly the same circumstances to be, the one, *perfectly happy*, the other *absolutely wretched*.

"But if our unconscious is the source of many of our ills, it can also bring about the cure of our physical and

mental ailments. It can not only repair the ill it has done, but cure real illness, so strong is its action upon our organism.

“Shut yourself up alone in a room, seat yourself in an armchair, close your eyes to avoid any distraction, and concentrate your mind for a few moments on thinking: ‘Such and such a thing is going to disappear,’ or ‘Such and such a thing is coming to pass.’”

“If you have really made the autosuggestion, that is to say, if your unconscious has assimilated the idea that you have presented it, you are astonished to see the thing that you have thought come to pass. (Note that it is the property of ideas autosuggested to exist within us unrecognized, and we only know of their existence by the effect they produce.) But above all, and this is an essential point, the WILL MUST NOT BE BROUGHT INTO PLAY IN PRACTISING AUTO-SUGGESTION; for, it is not in agree-



ment with the imagination, if one thinks: 'I will make such and such a thing happen,' and the imagination says: 'You are willing it, but it is not going to be,' not only does one not obtain what one wants, but even exactly the reverse is brought about."

"After what has just been said it would seem that nobody ought to be ill. That is quite true. Every illness, whatever it may be, *can* yield to *auto-suggestion*, daring and unlikely as my statement may seem; I do not say *does always yield*, but *can yield*, which is a different thing."

#### SPECIFIC TREATMENT

Dangerous or mistaken autosuggestions which we have allowed to come into our thinking, Coué likens to nails driven into a plank. The plank is the body. The problem is to get the undesirable nails out. In conscious auto-suggestion, we place another nail over

the top of the one which we wish to replace. We now hammer on the new nail. The old one is driven down and out a little with every stroke of the hammer. Finally the undesirable nail is forced completely through and drops off, leaving the new nail in its place.

The use of autosuggestion specifically directed toward replacing a certain ill with a healthful condition is briefly covered by Coué in these words: "Every time in the course of the day or night that you feel any distress, physical or mental, immediately *affirm* to *yourself* that you will not consciously contribute to it, and that you are going to make it disappear; then isolate yourself as much as possible, shut your eyes, and passing your hand over your forehead, if it is something mental, or over the part which is painful, if it is something physical, repeat *extremely quickly*, moving your lips, the words: 'It is going, it is going——,' etc., etc., as long as it may be necessary.

With a little practice the physical or mental distress will have vanished in 20 to 25 seconds. Begin again whenever it is necessary. Avoid carefully any effort in practising autosuggestion."

#### GENERAL TREATMENT

Late in 1916, a woman of 43 came to Coué for treatment. All her life she had suffered from violent headaches. After a few visits the pains vanished. Two months later she discovered that she was also cured of a prolapse of the uterus which she had not mentioned to Coué, and of which she was not thinking when she used the general autosuggestion for which Coué has become famous.

This unexpected result, says Coué, was due to the words, "*in every way*" contained in the formula, "Day by day, in every way I am getting better and better."

The use of this sentence braces up

the entire tone of the unconscious in its work of maintaining health and normality in *every organ and in every function of the body*. That is why it is so important.

You may have suffered from mistaken diagnosis and not actually know what is wrong. But the unconscious seems to know exactly where the difficulty lies, what it is, and what to do about it. Why shouldn't it?—it already presides over the organs and functions of the body.

And so, when consciously directed, it quickly responds to general instructions to do whatever is necessary to maintain health in its entirety.

Coué's instructions on this point are, "Every morning before getting up and every evening as soon as you are in bed, shut your eyes, and repeat twenty times in succession, *moving your lips* (this is indispensable), and counting *mechanically* on a long string with twenty knots, the following phrase:

*'Day by day, in every way I am getting better and better.'* Do not think of anything in particular, as the words *'in every way'* apply to everything.

"Make this autosuggestion with confidence, with faith, with the certainty of obtaining what you want. The greater the conviction, the greater and the more rapid will be the results obtained."

#### CONCLUSION

Coué begs of us to understand that the work which he is doing is no unearthly or supernatural manifestation. The powers which he has are common to all. They rest on natural laws. He is trying to teach people to help themselves, rather than to lean on himself or his pupils.

In applying his methods we will do well to remember these paragraphs of his: "Whoever starts off in life with the idea: 'I shall succeed,' always does

succeed because he does what is necessary to bring about this result. If only one opportunity presents itself to him, and if this opportunity has, as it were, only one hair on its head, he seizes it by that one hair. Further, he often brings about, unconsciously or not, propitious circumstances.

“He who on the contrary always doubts himself, never succeeds in doing anything. He might find himself in the midst of an army of opportunities with heads of hair like Absalom, and yet he would not see them and could not seize a single one, even if he had only to stretch out his hand in order to do so. And if he brings about circumstances, they are generally unfavorable ones. Do not then blame fate, you have only yourself to blame.”

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