

FEAR IS DISASTROUS FACTOR IN BUSINESS

President of Graybar Electric Co. Says It Is Entering Into Industry

Fear is entering American industry, combatting accomplishment, according to Albert Lincoln Salt, president of the Graybar Electric company, an organization created to take over the supply business of the Western Electric company. Salt, in *The American Magazine*, traces his successful rise from the time he was an office boy, polishing the front door bell of a Western Electric office and doing errands for the company.

He believes that every man has some fear in his makeup, whether it be fear of the more cowardly sort, fear inspired by desire to show respect for superiors, or fear caused by confusion regarding his duties. And this same confusion, which he sees as causing men and women to deviate from the regular routine of their office work, he looks upon as a positive loss in the end to the business of the United States.

"Bawling a man out, has come to be too generally accepted by some executives as a means of promoting hard work," Salt says.

"That method is guaranteed to put a man in a frame of mind that will prevent his doing any good work for several weeks.

"If there is one thing I want to do as an executive," Salt declares "it is to train my force to stop being scared. Fear prevents a man from giving the whole of himself to his work. It prevents him from developing ideas; or, if he develops ideas he feels that they may not be vital to his organization and discounts them."

DOING GOOD WELL

Doing good out of a feeling of complicity is likely to result in self shame. The Good Samaritan went across the road to the wounded man just because he wanted to.—*American Magazine*.

ONCE CALLED "CRAZY" BUT NOW IS "CROESUS"

New York Man Who Hadn't One Dollar in 1919 Now Is Broadway Magnate

Being called crazy by one's friends and business acquaintances can be taken without offense, thinks Irwin S. and Henry Chanin if, within a few years those friends and acquaintances change the unpleasant title to refer to each of them as "The Croesus of Broadway."

As recently as 1919 the two men were practically without a dollar and today, as described in *The American Magazine*, they are erecting a 52 story office building across from Grand Central Station in New York, they own eight theatres, the Hotel Lincoln and are planning another hostelry to contain 6,700 rooms.

Irwin Chanin gives credit for the outstanding financial success of himself and his brother to the fact that they looked for a definite need and then attempted to answer it. For example, they found that the New York fur business was housed in dilapidated buildings. They borrowed money, built a handsome Fur Center building and made a profit on that. They stayed late in town one night and found all the hotels full. The new Hotel Lincoln was the result.

"When we found that not a room was to be had in the city's hotels I studied the situation and the Hotel Lincoln was the result. With the three theaters which we built next door the whole thing was a \$12,000,000 business."

Interest in trying to express ideas, in his buildings, is worth as much to him, says Irwin Chanin, as is his interest in making his ventures sound financially.

CONSCIENCE, THE GUIDE

The man who fixes upon something that he feels he must do at the expense of everything else if necessary will find the greatest adventure he will ever have on this side.—*American Magazine*.

SCANDAL MONGERING FATAL IN SMALL TOWN

Leads to Unhappiness, Says One Woman Who Outlines Happiness Recipes

Tale bearing and scandal mongering are two of the surest paths to unhappiness to the person living in a small town, is the opinion of one small town woman philosopher and author who has spent her entire life in such a locality.

Outlining ten recipes for happiness in the small town, Mrs. Dorothy Walworth Carman of Maplewood, N. J., writing in *The American Magazine*, considers a sense of humor the most important requirement if the small town dweller is to know happiness.

"A sense of humor will keep the little events which crowd in on a small town dweller from seeming calamitous," says Mrs. Carman. "Your day will not be completely ruined because the neighbor's dog tracked up your newly washed porch. Humor is more than a nice thing to have around the house. There is a ministry about it."

Among other requirements for small town happiness Mrs. Carman lists tolerance, kindness, human interest, discretion, neighborliness, contentment, magnanimity, modesty and interest in work.

"Bear no grudge if you want to be happy in a small town," Mrs. Carman warns. "Be slow to take offense. Overlook much. And when it comes your turn to forgive, be a good forgiver."

Another fortunate quality for the small town dweller, says Mrs. Carman, is the possession of a hobby, which, she believes, keeps people absorbed and makes them forget to be "touchy."

UNPLEASANT GUESTS

The United States Public Health Service places the number of rats in this country at twice that of the human population and statistics show that it costs \$1.82 annually to feed each rat.—*American Magazine*.

MUCH BETTER CANDY NOW MADE IN N. Y.

Standard of Cleanliness Has Been Raised and Better Wages Paid

Candy making in New York has undergone a marked change for the better, the *Woman's Home Companion* discovered in a recent survey, the results of which are published this month.

Not only has the standard of cleanliness been raised through a campaign of the Consumers' League of New York, but working conditions, which were found to be extremely poor, have been improved and a higher level of wages has been brought about. Fifty-seven of New York's candy making establishments are now on the League's "white list" and these include nearly all of the best known brands of sweets.

Investigators discovered at first that employees of the candy factories were woefully underpaid and further were victims of seasonal slumps in the trade. Some of the girls were suffering illhealth because of the low temperatures in the rooms where they worked. Conditions in the small shops where the cheapest grades of lollipops were turned out were found to be appalling.

Little sympathy was given the Consumers' League investigators at first, one manufacturer saying frankly that "the less the public knows about candy making the better." When the organization prepared its "white list," however, there was a rush to comply with the new standards, with the result that candy making in New York is for the first time on a satisfactory sanitary basis. Wages, however, still remain low, fourteen dollars a week being the minimum maintained even in some of the largest establishments.

CITY PARKING RULES VOID ON STATE ROADS

Illegal Unless Sanctioned by State Division of Highways, Ruling

Under a ruling handed down by the attorney general's office city time-limit parking rules of state hard road thoroughfares are void.

The opinion cites the statutes relating to the state highways, which says that traffic regulations by cities of streets designated as state bond issue routes are illegal unless sanctioned by the division of highways.

USE FOR WASTE OIL

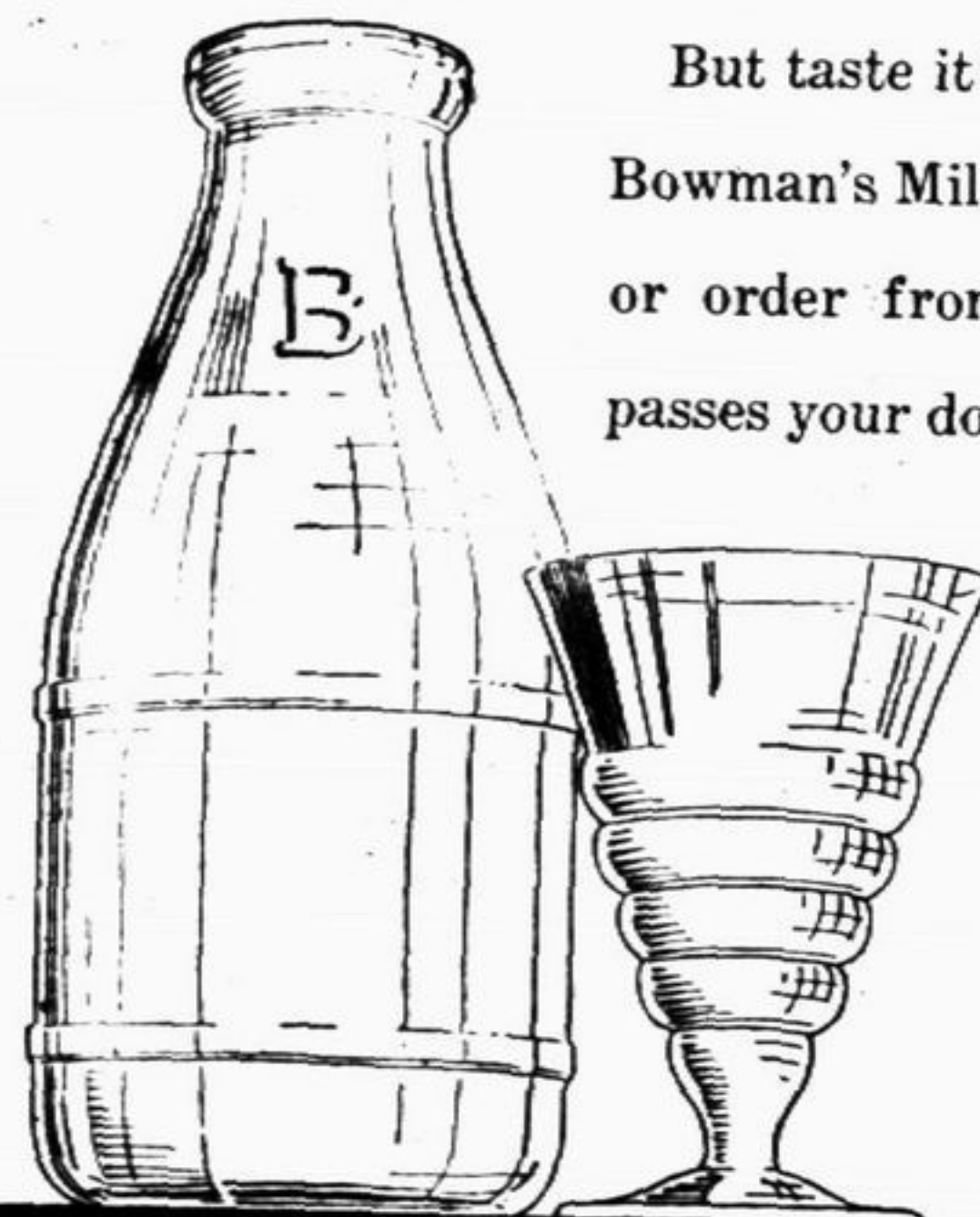
Waste oil taken from automobile crank cases is as effective as a spray for killing flies as any other medium.—*Farm & Fireside*.

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HUDSON Patents F-Head Motor



The U.S. Patent Office has granted patents to the Hudson Motor Car Company on the "F-Head" high-compression motor. The patent—No. 1,656,051, relating to internal combustion engines—covers the entire arrangement of valves, spark plugs and combustion chamber.

With the new patented design Hudson motors now are built with a compression ratio of nearly 6 to 1—or 20 per cent above the average—with correspondingly high standards of acceleration, fuel economy and power. It is practically impossible to make the motor knock under even the most adverse operating conditions. The motor is the liveliest, most powerful and economical Hudson has ever built.

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