

The Mueller Record

Vol. IV

JUNE 15, 1914

No. 49

UNFAIR METHODS

Other Goods Sold for Mueller Product— Buyer was Deceived.

Some unscrupulous competitors and jobbers still practice deceptions on buyers. The fact that we put our name on all our goods should be a protection to all buyers, but they evidently overlook the fact. Read this letter to us from Nels H. Sandberg, superintendent of the Delano, Minnesota Water and Electric Light Company:

"Supplies recently ordered have arrived and must say they are fine. I have been buying in Minneapolis and have specified Mueller, but see now that we have not been getting them.

"Saturday we some way or other lost the plug that is used for placing corporation stops in mains. Please send us a new one by parcel post as soon as possible. We use nothing but $\frac{3}{4}$ " stops and goose necks. Our machine has been in service about 18 years. It's as good as ever."

This customer has been imposed upon. He has wanted our goods and has specified them. He has been furnished other goods and told they were Mueller made. He used them under the impression that they were.

We don't know how many he used but that does not make any difference. The principle is the same. He was sold goods under false pretenses. It only needed one order of our goods direct from the house to show up the deception that had been practiced on him.

This probably is one of hundreds of similar cases where we are being deprived of business, which is legitimately ours, by unfair and unscrupulous methods. There is no doubt that many water works men, plumbers, etc., are buying and using brass goods, which they believe to be of our make, who are not using Mueller goods at all. They are being victimized and made to pay high prices for inferior goods.

We must keep telling the trade that all

genuine Mueller goods are stamped with the name MUELLER and without that name the goods are not of our make. We have talked this so much that it would seem everyone should know it. We grow lax on this important point simply because we think that everyone does know it, yet every now and then we are met by instances such as here related which show that there are many who do not realize this important point.



EXPOSITION BUSINESS

The attention of salesmen is called to the fact that there is an opportunity for business in supplying our brass goods for State buildings to be erected at the Panama-Pacific Exposition at San Francisco.

We are advised that the San Francisco office is doing quite a nice little business with the Exposition people.

The attention of salesmen, who make State Capitals, is called to the possibility in this line. They should get in touch with those who erect State buildings and have our goods specified for use therein.

All salesmen are notified to furnish any information they may be able to acquire in regard to State buildings direct to Earl Mann, general sales manager, so that he may follow up each case and endeavor to secure the use of our goods.



SALESMEN'S VACATIONS

Salesmen who have been with the company less than one year are entitled to one week vacation with pay, but no expense allowance.

Salesmen who have been with the company one year or more are entitled to two weeks' vacation with pay, but no expense allowance.

GRASPING THE OPPORTUNITY

San Francisco Does Good Piece of Work in Advertising.

We are in receipt of a letter from T. F. Leary of the San Francisco house, advising us of having taken advantage of an opportunity to advertise our goods in a window display made by the Nathan Dohrmann Company, who are probably the largest jobbers of kitchen ware, chinaware and household utensils on the coast. This company made a display of bath room trimmings, such as towel bars, soap dishes and so forth.

Mr. Leary arranged with the Nelson Company to loan Nathan Dohrmann Company a set of bath room fixtures and kitchen sink. We furnished Rapidac Cocks to trim these fixtures. The Nathan Dohrmann Company carried an attractive sign in their window referring to the goods loaned by the Nelson and Mueller companies. They also distributed our Self-Closing and Rapidac booklets to those customers who were interested.

The San Francisco branch showed that it was wide awake in embracing this opportunity. It was good advertising. It is impossible to measure the good resulting to us from this display, but without question it will help.

Attention is called to this because it may be that some other salesmen who have their headquarters in the larger cities may have some of their jobbing friends get in touch with concerns similar to the Nathan Dohrmann Company and exhibit our goods with their own.

Such opportunities should be taken advantage of, and should be created when possible.



Within yourself lies the cause of whatever enters into your life. To come into the full realization of your own awakened powers is to be able to condition your life in exact accord with what you would have it.—Emerson.



There is no genius like the genius of labor. There is no reward like that which comes to energy, system, perseverance.—Napoleon.

FOREIGN TRADE CONVENTION

C. T. Ford Writes Interesting Letter About Big Gathering at Washington.

Charles T. Ford is making a reputation as an observer and a counsellor and also as a letter writer. His letter last month to R. A. Poole was full of good things and this month we present another excellent letter from him on the subject of "National Foreign Trade Convention."

Charlie did not know when he wrote these letters that they were going to be published, but they are so full of suggestions, advice and information that we feel they will prove beneficial to all salesmen.

His letter relating to the trade convention follows:

"Washington, D. C., May 29, 1914.

"National Foreign Trade Convention, Washington, May 27th and 28th, 1914.

"Mr. O. B. Mueller, Sarnia, Ont.

"Dear Friend: The above convention closed last evening, the opinion of all being that it was a very successful convention in every way. The attendance was large, and the attention very marked considering the extreme heat both days. This convention was the first of the kind ever held in this country, and I think it marks the beginning of a movement that will surely increase our foreign trade. I believe it was the greatest gathering of men, master business men, that ever was called together. I could not help but feel sorry that some member of our firm could not be there. This was a well prepared convention. The speakers were notified of what they were expected to speak on, and all of the speeches were prepared and printed in advance so that all who attended could read them, and be ready for any discussion. A copy of all of these I mailed you, also a set to Mr. Adolph. I think you will find them very interesting reading, but the part you missed was the discussions, which were all fine. You will see by these papers that every man of note in the great business of America was there. The speech by Bryan at the banquet was very good, and I think brought relief to many of the minds of those who attended. The President received the delegates and gave a nice talk so that taking all in all, I think it was a great success, instructive and interesting.

"The following are a few of the things that impressed me most in these discussions:

"Why are we seeking the markets of the world for our products? One reason is that we find our factories are larger than the demands of this country warrant. The greatest profits can only be made when our factories are running to their fullest capacity. Our manufacturing and our selling force should be as near equal as possible to be really profitable. The last year proves that under a slight depression we are overstocked with factory and selling forces. All of these conditions make us turn our minds to new fields to sell our goods. We have the greatest country in the world for producing, our raw materials surpass any other country, and we should be able to get our share of the business against all competitors of the world. We should get as much business in South America as any power of Europe, such as Great Britain, Germany or France, but we are far behind any of them. With the opening of the canal, we should have a great advantage over all of them. The possibilities for an American merchants' marine is very promising now. This will be a great help.

"The training of men for the foreign trade was spoken of by many. The best types of Americans should be sent. They should have a knowledge of the language of the country, but the quality of the man is of more importance. The business of all the Latin Americas is conducted by men of great refinement and education, more so than any other place in the world. That is why men of equal types should be sent. Don't expect to take everything in sight on your first trip, but learn the people and let them know you. Once you get their confidence you have their trade. It seems to me our tapping machines should be used as generally all over the world as they are in America.

"The Bureau of Commerce in Washington will be of great assistance to one wishing to take up foreign trade. They can give you valuable information regarding the people to call on, and of their methods of doing business. It is well that in any event of your bidding on work or material in foreign countries, that you notify the Bureau of Commerce, for invariably those coun-

tries will ask this Bureau of Reference as to your ability and responsibility to deliver the goods. This department is of the greatest value to our foreign trade and is here for your service and demands. The Bureau of Commerce is to establish branches in all of the large cities in the United States where you can get immediate service. The new currency law will be a great value in foreign trade. It will put us on mutual or equal grounds with Great Britain or Germany. I think, after you have read the papers I have sent you, you will see the trend of thought that is uppermost in the minds of the business men in the United States, and I feel that we should get in line. Our line is almost a special line which will take us into an unlimited field. With our Canadian plant we will have special introduction to all British fields. In conclusion I hope that any future conventions of this kind will find one or more of the members of our firm there."



THE BUSINESS OUTLOOK

By E. H. Gary, Chairman, United States Steel Corporation.

"I said six months ago to our semi-annual meeting that in my opinion we were approaching the dawn of prosperity. Well, gentlemen, don't forget that we are six months nearer dawn.

"There are some favorable things to be considered. In the first place, as is our habit, we point to the crops of the year. They are something that cannot be taken away from us, even by the politicians. Crops are growing. We are going to have an abundance this year and they will have their influence on the business conditions of the country. If we are careful of our business, if we husband our resources, if we have patience, courage, persistence, we will come out in the end all right.

"But there is another thing I believe more important. As I read the signs of the day there is a well-developed sentiment throughout this country in favor of giving business—even big business—a fair chance."



One good idea put into effect each day would revolutionize the average business.

RECENT ORDERS

From W. T. Hutchens of Huntsville, Ala., for 36 D-8341 Compression Bath Cocks; 12 $\frac{1}{2}$ D-11710 Fin. Female Flange Bibb; 24 1" No. 6 Corporation Cocks. These are for the Sturve-Love Hotel in that city.

From C. F. Connor Plumbing & Heating Company for 17 D-11901 N. P. Self-Closing Basin Cocks; 31 D-11901 N. P. Self-Closing Basin Cocks. These are for the Metropolitan Street Railroad Company job, Kansas City, Mo.

From the Helena Tin & Plumbing Company, Helena, Ark., for 4 D-11902 Self-Closing Basin Cocks to be used in the Cleburne Hotel.

From John Gilmore Plumbing Company of St. Louis, Mo., for 2 D-11903 N. P. Basin Cocks with 7-16" O. D. D-25095 drilled; 2 D-11901 Fin. N. P. Basin Cocks; 1 pair D-25012 Fin. N. P. Supplies with upright pipe 6" long, 7-16" O. D. These are to be placed in the Senath Hotel, Senath, Mo.

From Walker Electric & Plumbing Company, Columbus, Ga., for 224 N. P. D-8303 China Index Hot and Cold with drilled shanks for $\frac{1}{4}$ " I. P. size brass pipe; 112 pairs $\frac{3}{8}$ " D-25007 with $\frac{3}{8} \times \frac{1}{4}$ " N. P. handle D-8185 having $\frac{1}{4}$ " I. P. size brass pipe upright and $\frac{3}{8}$ " I. P. size nipple to wall; 50 $1\frac{3}{8}$ " D-25111 W. & O.; 50 N. P. D-8346 China Index less couplings and nuts; 50 pairs $\frac{1}{2}$ " D-25038 fitted $\frac{1}{2}$ " D-8183 with D-9085 wheel handle; 110 No. 13 N. P. Traps. These are for the Ralston Hotel in that city.

From N. J. Yonker of Holland, Mich., for 27 pairs D-11909 Self-Closing Basin Cocks to be placed in the Holland Hotel.

From John Gilmore Plbg. Co., St. Louis, Mo., for 26 pairs 7-16" O. D. D-25012 N. P. Supplies with 6" upright pipe; 1 only ditto. These are to be placed in the Senath Hotel, Senath, Mo.

From Jas. J. Joyce, Tulsa, Okla., for 455 D-12907; 7 ditto with Index Marked Cold; 24 $\frac{1}{2}$ " D-12003; 9 $\frac{3}{8}$ " D-11911; 500 $\frac{3}{8}$ " I. P. x 7-16" O. D. Slip D-8194; 48 $\frac{1}{2}$ I. P. x 9-16 O. D. Slip D-8193; 18 D-8794; 18 pairs D-25047; 18 $\frac{3}{8}$ " D-25115; 250 feet 7-16" O. D. Brass Tubing N. P.; 250 feet $\frac{3}{8}$ " I. P.

size Brass Pipe N. P. These are for the Daniel 10-story building.

From Hanson Bros., Oklahoma City, Okla., for 9 D-11910 $\frac{3}{8}$ " N. P. Drinking Fountain Bibbs Plain without Adj. Set Screw Flanges. These are for the State National Bank Bldg.

From J. P. Quigley of Galesburg, Ill., for 1 $\frac{3}{4}$ " D-13420 Regulator to be used in the Galesburg Postoffice.

From the Prescott Plbg. Co., of Prescott, Ark., for 12 D-11902 Self-Closing Basin Cocks to be placed in the Park Hotel.

From the E. Best Plbg. & Htg. Co., of Quincy, Ill., for 72 only D-11903 Nickel Plated. These are to be used in the Illinois Soldiers and Sailors' Home in that city.

From L. M. Rumsey Mfg. Co., of St. Louis, Mo., for 12 pairs 9463 N. P. Basin Cocks, less the spout. The inside threads in body for spout to be $\frac{1}{4}$ " I. P. Threads. These are for a St. Louis barber shop.

From the Enterprise Plbg. Supply Co., of Chicago, Ill., for 139 pairs 11902 Extra Basin Cocks Hot and Cold; 14 pairs 11710 N. P. with China Index $\frac{1}{2}$ " Hot and Cold. These are for the Palace Hotel in that city.

From L. A. Nowlin of Jackson, Mich., for 12 D-11909 N. O. 6 hot and 6 cold; 18 $\frac{1}{2}$ " D-11704 N. P. 6 hot, 6 cold and 6 city indexes with cross handles; 6 D-10640 N. P. Threaded Flanges; 48 $\frac{1}{2}$ " 6678 Stop and Wastes, 6 $\frac{1}{2}$ " 25973 Scott Gate Valves; 1 1" 6051 Curb Cock; and 6 1" 25973 Scott Gate Valves. These are for the Frazer Apartments in Jackson, Mich.

We also received a letter from San Francisco informing us that they had an order from Jos. J. Barbarino, San Francisco, California, for 152 only D-11901 N. P. S. C. Basin Cocks with tee handles and drilled $\frac{1}{2}$ " O. D. These were for the Southern Hotel in San Francisco, Calif.

From Chas. O'Neill, of Peoria, Ill., for 24 $\frac{1}{2}$ " D-6414; 24 $\frac{5}{8}$ " Ditto; 24 $\frac{1}{2}$ " D-8183 rgh.; 36 $\frac{1}{2}$ " D-25725 N. P. Brass; 60 feet $\frac{1}{2}$ " N. P. Brass Pipe I. P. size; 60 feet $\frac{3}{8}$ " Ditto, above pipe in 6 ft. lengths.

These goods are for the Bartonville Insane Asylum.

San Francisco Orders.

From George Bernard of San Francisco, through T. F. Leary, for 14 only D-9487

Rapidac Bath Cocks with 25053 Supplies; 26 only D-11902 Self-Closing Basin Cocks drilled $\frac{1}{2}$ " O. D.; 26 only $\frac{1}{2}$ " D-11703 Nickel Plated Self-Closing Bibbs with Taper Shank less Hex; 2 only $\frac{1}{2}$ " D-9255 Rapidac Bibbs with Taper Shank less Hex; 2 only D-9463 Rapidac Basin Cocks drilled $\frac{1}{2}$ " O. D. These goods are for the Bernard Apartments, San Francisco.

From the Yager Sheet Metal Company, Oakland, Calif., for 32 only 11902-96069 Nickel Plated and drilled $\frac{1}{2}$ " O. D.; 13 only D-9485 with D-25053 and D-25111 W. & O.; 24 only $\frac{1}{2}$ " D-9047 Nickel Plated; 46 only $\frac{3}{8}$ " D-8194 Nickel Plated $\frac{1}{2} \times \frac{1}{2}$. These goods are for the Yager Apartments at Richmond, Calif.

From N. O. Nelson Company of San Francisco through T. F. Leary, 8 only 9497 Rapidac Bath Cocks with Integral Stops. These goods are for the Cohen job.

New York Orders.

The New York office has received an order from A. J. Kennard of Roanoke, Va., through C. T. Ford for the following material to be used in the Catawba Sanatorium at Catawba Sanatorium Station: 30 $\frac{1}{2}$ " N. P. D-11703 Self-Closing Bibbs; 30 $\frac{1}{2}$ " D-9108 Flanges; 46 $\frac{1}{2}$ " N. P. D-11711 with four arm handle indexed hot and cold; 6 $\frac{3}{8}$ " N. P. D-11710; 2 $\frac{5}{8}$ " N. P. D-11709; 1 $\frac{1}{2}$ " N. P. D-11702; 1 $\frac{1}{2}$ " N. P. D-11703 with hose end; 54 D-11902 indexed hot and cold.

Salesman Leary, order from Jos. J. Garbarino, San Francisco, Calif., for Southern Hotel, San Francisco: 152 only D-11901 N. P. S. C. Basin Cocks with tee handles and drilled $\frac{1}{2}$ " O. D.

Salesman Leary, order from Leland Stanford, Jr., University, Palo Alto, Calif.: 1 only Mueller Water Meter Tester Outfit complete with Scales, Tank, etc., less 2" Comp. S. & W.; 1 only D-23150 Water Meter Tester Scale, extra; 1 only No. 3 D-23145 Extra Tank with 2" Throttle Valve and conn.



All truth is safe and nothing else is safe; and he who keeps back the truth, or withholds it from men, from motives of expediency, is either a coward or a criminal, or both.—Max Muller.

BACK FROM WEST

Mr. Adolph Returns from Extensive Sight-Seeing and Speaking Tour.

Mr. and Mrs. Adolph Mueller have returned home from their trip to the Coast, extending over a period of four weeks. They visited all the important cities on the Coast and in British Columbia, returning home by the Northern route.

Mr. Adolph made addresses to state gatherings of plumbers at Los Angeles, Portland, Oregon and local plumbers of Winnipeg. The attendance was very good at Los Angeles, fair at Portland and extra good at Winnipeg, there being a large representation of master plumbers and much interest in the meeting, which was principally due to the fact that the journeymen plumbers in Winnipeg are on a strike.

Wherever they traveled, Mr. Adolph observed prospects on abundant crops, both in America and Canada, which certainly indicates that the future prosperity is assured.



METER TESTER SALES

We sold one water meter tester outfit complete on a telegraph order to the Springbrook Water Company of Wilkes-Barre, Pennsylvania.

The New York office, through G. A. Caldwell, has sold to the Weymouth Water Works, East Weymouth, Mass., a large testing outfit complete.

We received an order from the Gadsden Water Works, Gadsden, Ala., for one only meter tester scale, with the promise of an order for the complete outfit, some time in the future.



NATURAL GAS CONVENTION

A. W. Cash and Mr. Brooks, of the Regulator Department, attended the Natural Gas Convention at St. Louis and had splendid success with regulators.

Our booth was at all times surrounded by a crowd watching the working models. The crowd was not made of the curious idle. It was composed of managers, superintendents, and so forth, who were seeking information. Many users of our regulators were there and Mr. Cash reports that they were all boosters.

BORROWING BRAINS

Big Men Admit They Do It—President Wilson Guilty.

In addressing the National Press Club recently, President Wilson said:

"I use not only my own brains, but also all I can borrow."

Some people are too proud, too self-satisfied, too egotistical to do this. They feel it beneath their gigantic intellect to take an idea from anyone else.

But big men are not quite that way. Here is Mr. Wilson, big as an educator, big as a president, big as a world's statesman, unblushingly admitting that he uses other's brains. He is big enough and broad enough to know that all the brains of humanity were not centered in his cranium. He's got plenty of his own and that's enough to make him know that he has not got enough by himself for his job. Consequently he borrows and pleads guilty to the fact.

Little men can't do this. They are afraid of being robbed of some modicum of credit. They are the kind who want all the glory. They want the spotlight without anyone nudging in on them for a reflected ray.

Mr. Wilson has done us a good service in his admission. We can all learn a lesson from him if we will. It's a lesson that we can benefit by. We can keep our eyes open for ideas, and when we get a good one adapt it to our business. Some men have ideas which they can not enforce and therefore do not realize on them. Other men are barren of ideas but have the knack of knowing one when they meet it and of making it serve them. Generally the latter are the ones who cut the widest swath.

Don't be backward in adopting another salesman's ideas and putting them to work, if they are better than yours.

There's mighty little originality in the world. Most originality, when analyzed, will be found to be an old idea in new clothes. When we meet it we don't see anything but the new clothes.



A good test of business is what you are going to think of yourself afterward.—American Magazine.

COURTESY IN BUSINESS

"The Passer By," writing in Office Appliances," has the following to say on the above subject, and everyone should read it:

Modern business of the upstanding, enduring sort is a vast Freemasonry. Courtesy is its ritual. Through all of tomorrow's labyrinth of transactions you shall trace its influence, like a shining silken thread through a coat of somber black. You can mark its light, illuminating every perilous crisis passed, as you may note the costly want of it in the shadow that hovers over every passing blunder. There are businesses in which it is a social asset of organization. Houses which have banked on their courtesy, and risen to wealth practically on this prop alone. One great department store in Chicago makes it an inflexible rule to exchange or refund in any case of complaint by a customer. Justice here is subordinated to mercy, for many are the unjust and fictitious complaints received. Yet the advertising value of this universal courtesy annually brings back into this company's bank account several times the sum cheerfully lost on partly damaged goods. "By grace" comes its financial health and prosperity.

There are a true and a sham courtesy. Men instinctively imitate the externals of the good and useful. The real thing is more elusive—like a sunbeam. Two kinds of salesmen once abounded, and still are far from extinct. Popular slang—always poetic and picturesque—dubbed one the "bulldozer"; the other the "lady-killer." Both counterfeited courtesy—the former with the noisy affability of an amateur at poker; the latter with the bland suavity of a mid-Victorian villain in a Charlotte Bronte novel. Cross the street and it is possible you may yet discover one of these gentry at work at this precise moment. With the utterly discourteous type of buyer either method has been known to win, for the moment. "Advertising with a punch" and the syrupy "follow-up" letter still have their little day. A knock on the head may make a man think—if he is not already in the habit. A soft—even an oversoft—answer rarely turns away profits.

But just as surely as bluff is not strength, just so certainly can no extant brand of

"jollyng" masquerade for long as courtesy. The courteous buyer knows the difference, and every year's election returns give the courteous buyer a bigger majority. What he gives to a business transaction—i. e., genuineness and sincerity—he demands in return. Its absence he takes as a polite hint from the "scheme of things entire" that the material goods of the house in question are no better than the mental and spiritual stock in trade of its representative. Shoddy manners are the natural herald of shoddy goods. If such a purchaser has a good grip on his own courtesy he will not throw it overboard at sight of its counterfeit. For the bulldozer he will supply a needed sedative of curry sauce; to the lady-killer he will prescribe a bracing tonic. "While we have time let us do good unto all men"—especially the world's inept.

In short-range skirmishes, such as modern salesmanship abounds in, sincerity is thrust upon the most equivocal man. He is decidedly wiser, then, to cultivate it. Make a business of being genuinely polite. Study the art of graciousness. First of all, be courteous to yourself—to the wonderful and intricate mechanism of your body by not misusing it; to that indefinable delicate machinery of your mind by training it; to that indefinable but deeply real thing we must agree to call the spirit (since it exists and there is no better name) by not stifling its still, small voice. The best way to make yourself a useful unit in the sum total of your house's life and activities is to learn to respect yourself. The truly self-respecting man can never despise the neighbor who is made in his own image and likeness.

Brusque men are weak men—absurd toys every day in the hands of an adroit courtesy. Here, too, is the secret of much of woman's somewhat disconcerting influence in modern business. She knows how to be polite. Who shall say that this, at least, is not a needed "feminism" in factory and office? The "militant" is very bold. She throws away her once sure weapon of attack. Her exception proves the rule of sex.

Even the extreme of courtesy is often practical common sense. You cannot expect a man who turns the other cheek to go boasting about it; but many a chap who

did so yesterday is chuckling today over the quick curtain his good nature dropped on the adversary. Heaping coals of fire is very often an exceedingly profitable day's work.



EFFICIENCY

While I would not advise making bananas the main crop of North Dakota, the climate on the whole being better suited to wheat, I have no doubt Luther Burbank could grow in North Dakota bananas of so delicious and exceptional a flavor that millionaires all over the world would send for them. I have seen beautiful apples clipped at the tree and sealed in paper bags, labeled with the information they had never been touched by polluting human hands, sell for 40 cents each at New York hotels. There was no duty protecting those apples from the pauper competition of the fly-stung, worm-eaten, scale-blasted apples of many shiftless Eastern orchards. A certain alarm clock sells in great number, 3,600 a day, over the whole country for \$2.50. Other alarm clocks guaranteed to wake the soundest sleeper, can be bought for 50 cents. It is not a tariff duty that protects the \$2.50 alarm clock from the competition of its less insistent rivals. The 50-cent alarm clock will suffer from tariff competition, but not the \$2.50 alarm clock. It is not apples or clocks or inclement climate or abundance of natural resources that in last analysis count, it is the men, the human character and intelligence behind the apple and the clock, behind our other great American industries, that count.—Harrington Emerson.



BERT HASTINGS BETTER

Friends of Bert Hastings will be glad to know that he has so far recovered as to be able to be up. He left his bed for the first time in five weeks on the 26th ult. He is still weak but hopeful of complete recovery.

In a letter to Mr. Oscar he says his chief trouble now is with his right arm, which accounts for his writing looking a trifle shaky. Mr. Oscar says, however, that he is able to read every word of Bert's letter, which is more than he can do when his arm is in first class working order.

CO-OPERATION

We have made mention elsewhere of the value of co-operative work. Here are a few extracts on this subject taken from a recent address by A. J. Leitch, and they are well worth reading:

To succeed, our part is to aid in this co-operation, for that helps us in proportion as it helps the foreman. If we do it, from such men will be picked, as time goes and a business grows, a man for foreman. That is the way business expands, commerce grows. That is the way leaders have come up from the ranks.

Co-operation is like sound. Without it, discord. With it, harmony. So we grow in character, ability, commercial supremacy. Differences of opinion shall be freely and fearlessly expressed. But at all times stand ready to co-operate with and heartily support the final judgment.

Columbus started on his memorable voyage, not to try to discover a hitherto unknown continent, but the back door to India. He aimed to seek and find a shorter, cheaper line of transportation to India. But in attempting a good thing, as always, we find that the thing actually done is more than we set out to do, provided we persist. So Columbus, instead of finding the back door to India brought into the being of civilization a new world. If he had not had the idea, the co-operation of those with him, you and I might not be here today.

History tells that his crew did try to mutiny at times, fearful when out of sight of land, they might reach the edge of the supposedly flat earth and drop off to chaos. "We will put him in chains," they said, "and turn back."

Was that foolish? It seems so to us. But look at almost any new idea that is presented in this present time. Some people want to put it in chains and figuratively turn back to the old way of doing things, thereby preventing the chance of discovering a new continent, as it were.

The earliest typewriter was considered impracticable. The early 'phone, with its claim of carrying the spoken word for twenty miles over a wire, likewise was unbelievable as a future commercial neces-

sity. Let us be unafraid to start on a course and discover a new continent, unafraid to sail beyond the limits that any ship has sailed before.

Do not be content to carry water at the tail of the parade. When it goes by your window, in the mass of individuals marching, you remember best the man at the front—the leader. The world is looking out of its window at you in the parade. Strive to be up in front.

Co-operate first, not with the foreman, not with the superintendent, not with the proprietor, but with yourself—with the real man that you are. Let that real man become the actual representative of you as you live.

Don't throw yourself back into chains and turn your ship back. Keep your course.

In the old authentic records of Columbus, in Washington, one can see that at the end of each day's log he wrote "Today we sailed west." If he had not kept to his course, if he had not overcome mutinous spirits, this land might not today lead the world as a nation based on liberty to do that which is good.

"Today we sailed west." What course have you mapped out for yourself? What is your goal? Can you at the end of each day write at the foot of your log "Today I sailed west?"



THINGS NOT EXPLAINED

How sunlight turns grapes into sugar.

Why the sap of trees is not frozen in winter.

Why it is that many microbes can be boiled and still live.

How a bat can see to catch mosquitoes on a pitch-dark night.

By what sense a pigeon finds its way home from a great distance.

How the pain of a cut is carried by the nerves from the fingertip to the brain.

How seeds sown in the autumn resist the frosts of winter and germinate as soon as spring comes.

How any one can buy cheap plumbing goods expecting to get the same results that he would from Mueller goods.