

The J. Walter Thompson News Bulletin

M A R C H



1927 ISSUE

Personality and the Choice of Personnel

Second Article: "The Behaviorist Looks at Personality"

by John B. Watson

Vice-President, J. Walter Thompson Company

The Aims and Responsibilities of the Business School

by Donald Kirk David

Assistant Dean of the Graduate School of Business Administration, Harvard University

Some Fundamental Principles of Organization

A review of Paul M. Mazur's New Book

by Paul T. Cherington

Director of Research, J. Walter Thompson Company

Copyright in the U. S. A. 1927
J. Walter Thompson Company
Copyright in Great Britain

Personality and the Choice of Personnel

(II)

The Behaviorist Looks at Personality

BY JOHN B. WATSON

Vice-President, J. Walter Thompson Company

(Editor's Note: Judgment of men is a matter of such importance to business executives that the News Bulletin is publishing three articles on and leading up to the subject by Dr. John B. Watson, formerly Professor of Psychology and Director of the Psychological Laboratory at Johns Hopkins University. The third article, "The Choice of Personnel," will be published in a forthcoming issue of the Bulletin. The first article, "Thinking as Viewed by the Behaviorists," appeared in the February issue*. These articles are based partly on material contained in three addresses delivered before the Association of National Advertisers at its last Annual Convention, and partly on Dr. Watson's latest book on Behaviorism.)

THE layman thinks of personality as some vague, mysterious power which is born in man. Fakers have capitalized on the public's interest in it. Hundreds of worthless books about personality are offered for sale. Certain magazines carry advertisements bearing such captions as, "Personality—I can give you power over men in five days." Mail order courses on the development of personality flourish. There is probably more foolishness said and written on personality than on any other subject in psychology.

The behaviorist, carefully watching as he does the growth

*Any readers who did not receive the February issue can obtain complimentary copies by writing to the Editor of the News Bulletin, J. Walter Thompson Company, 244 Madison Avenue, New York, N. Y.

and development of human beings from infancy to adulthood, finds nothing mysterious in this subject. May I sketch for you his newer, more commonsense objective picture of personality?

To do this, let's go back for a moment and study the newborn infant. We worked on more than a thousand of them in the psychological laboratory at Johns Hopkins Hospital. We wanted to find out just what behavior equipment the human being is born with. We wanted to see whether he had any God-given instincts which were present at birth or which might even develop at some definite time after birth. We wanted to find out just how much of man's behavior is due to heredity and how much is due to the environment in which he lives. Our whole idea was to see whether, starting with the few simple responses of the infant that we can actually observe at birth, the making of a human being is entirely under the control of society (parents, associates, schools, churches and the like). We wanted to find out what the separate steps are in the making of an individual. Are they under the control of society or does something new and strange appear in the development of child and man which is not under scientific control?

WHAT DOES MAN START WITH AT BIRTH?

I will not take time now to detail to you all the types of experiments which we have conducted but I will try to summarize some of the results. We found that all normal human beings are born with about the same birth equipment—that this birth equipment is very inadequate and very simple. It consists of such things as sucking, grasping, closing and opening of the hands, movements of the fingers and toes, movement of the trunk, legs and arms, nursing, respiration, breathing, heart beat, digestion of food, elimination of waste products and the like—a very sorry equipment when contrasted with that of the young monkey or even of the young guinea pig (which is independent of the mother at the end of three days)!

In other words, we couldn't find any of the instincts which William James and other psychologists tell us exist; such as,

climbing, imitation, emulation, rivalry, pugnacity, anger, resentment, sympathy, hunting, fear, appropriation, acquisitiveness, kleptomania, constructiveness, play, curiosity, sociability, shyness, cleanliness, modesty, shame, love, jealousy, parental love. On the other hand, we found very definite and convincing proof that all of these things have to be learned.

It is, therefore, much simpler and very much nearer to the truth to consider man as starting at birth with a set of simple responses which we may call "*squirmings*." Depending upon what organ the squirming is located in, society (in the guise of parents, teachers and companions) takes hold and builds in a vocational pattern. For example, we take the squirmings of the fingers and *organize* and *regularize* them into such complicated vocational acts as piano playing, carpentry, drawing, painting and writing. We take the squirmings of the legs and toes and organize them into walking, skating, toe-dancing, bicycle riding, football and the like. We take the squirmings of the vocal cords and organize them into talking, singing and yodeling. We take the squirmings of the trunk and organize them into the feats of the contortionists. What squirmings society takes up and develops depends largely upon the pattern set by the parents and upon those set by the immediate associates of the child. In other words, most of us are but composite replicas of our parents and other close associates.

"THE HUMAN BEING IS MADE—NOT BORN"

This view teaches us that the human being is made—not born. He is born with two legs, two eyes, two arms, a trunk and with a set of very simple, unorganized movements. Society takes this raw material and without help from above or below and without help from heredity (the behaviorist doesn't believe in the inheritance of mental traits, special abilities, vocational slants, morality or immorality) builds John Jones and Paul Smith.

The emotional life is built up in just as simple a way. In infancy the emotional life is practically *nil*. Only a few of the early reactions may be looked upon as being emotional.

Any infant at birth will jump, close its eyes, cry and

stiffen its body when a *loud sound* is struck or when you make it lose its balance by jerking the blanket upon which it is resting quietly. This is the basal reaction we call *fear*; and loud sounds and loss of balance are the only stimuli in the world which at first will call it out.

Nearly all infants will stop crying, smile, gurgle or coo when their skin is lightly touched with cotton-wool or a feather. We call this the *love* or affection reaction. The only stimulus which will call it out is a light contact on the skin.

Any infant will stiffen, yell and scream when its arms, legs and head are restrained. We call this *rage* and the only stimulus which will bring it out at first is restraint of movement. In other words, in these simple reactions and in these few stimuli you have the whole story of early emotional life.

Quite simple, isn't it? But how speedily our environment builds fear, rages and loves within us and how complicated do the emotional patterns become. Due to the work of the behaviorist we now understand how all this comes about. In the laboratory it is actually under the control of the behaviorist; that is, the behaviorist can build fears, loves and rages into any child and remove them at will. The building and tearing down are not so easy to effect in adult life because we have been carrying our emotional reactions around so long—they have become quite deeply imbedded.

HOW FEARS ARE BUILT IN

Shall I diverge for a moment and describe to you how emotional reactions are built in and then later removed? I shall call it *conditioning emotional response*. It really isn't complicated. I have something to start on in each case; for example in fear, I have the simple reaction I get in the new born when I bang a steel bar behind its head. I watch the infant until it is eight months of age. I protect it carefully from outside influence. I show it boa constrictors, frogs and fish. I put it in the dark. I build bonfires around it. I show it dogs and cats and fluffy pigeons. The infant reaches out and touches them all—there is no fear response. Man is built to respond positively to the things in his environment. Practically all of our negative reactions that is, our running

away, our avoidance of situations, things and people, are built in. Now to prove it.

I hold a rabbit in front of a nine-months'-old, properly brought up baby (one not brought up at home!). You see he plays with it, puts his fingers in its eyes, mouth, pulls its hair. I will now take the rabbit away. I then bang a steel bar or a dish pan behind the infant's head, he stiffens, falls down, begins to crawl away, starts shaking his head and cries. That gives us a thought. Suppose my assistant shows him the rabbit and just as he reaches for it and touches it, I bang a steel bar behind the infant's head. He makes the same reaction naturally that he makes to the steel bar. I repeat this three times. *After this I no longer need to bang the steel bar behind his head to produce the fear reaction. The mere sight of the rabbit is sufficient to call it out.* This I call a *conditioned emotional reaction*—one that I have built up. In other words, I have started the process of fear organization. By this simple method I can make each and every object in the world call out in this child a fear reaction.

Again take the love reaction. I start with the fact that the child will stop crying, smile, gurgle and coo when you stroke his skin, especially the skin of certain sensitive areas. Now I let the mother stroke its skin as she bathes the child. Soon the mere sight of the mother's face or the mere sound of the mother's footstep will bring about a smile, a gurgle and a coo. The sight of the mother's face is stimulus enough to bring out the love reaction which, originally, only contact with the skin would bring out. It is possible to make an old piece of flannel or a bunch of cotton wool or the Tick Tock Man of Oz bring out the same reaction in the child that stroking its skin brings out or that the sight of the mother's face calls out. Mother-love, then, is a very simple, homely kind of thing, isn't it? And now that we understand it, we needn't be quite so sentimental and quite so insane about it. When too long continued, it produces havoc in the lives of millions of youngsters.

HOW CAN WE REMOVE NEEDLESS FEARS?

Shall I tell you now how the behaviorist has learned to

uncondition a fear—that is how to remove a fear? It took us a long while to find a simple effective method. I won't tell you about our failures. If you will take a five year old child from almost any home, you will find some object, say a dog or a cat or a monkey or a snake or a frog, which will terrorize the child because there are lots of home factors constantly building in fears; such as, the slamming of doors, the flying up of shades in the dead of night, factors which I needn't discuss here.

Suppose, now, I seat a hungry child at one end of a long hall, say 60 to 100 feet in length. In front of the child I put its lunch covered with a napkin. At the extreme other end of the hall I place the fearsome object also covered up. I uncover the lunch and the fearsome object at the same time. The animal is so far away the child begins to eat. The next day I repeat the experiment bringing the fearsome object a little nearer. In a few days time I can have the fearsome animal right on the table without disturbing the feeding and without bringing out a fear reaction. In a few days more I can get the child to take the fearsome animal under its left arm and continue to eat its porridge with its right hand. The fear has disappeared.

Need I say more to show that our emotional life is built in at an extremely early age? I believe that our emotional shaping has taken pretty firm root by the time the child is three or four years of age. Without our knowing it we have planted the seeds for a shy, fearsome child, a bad tempered or fighting child (rage), a child so attached to its mother or parents that its whole life is centered upon the mother's or father's behavior. This child will grow into an adult quite incapable of breaking its nest habits and becoming an independent member of society.

With this data on how personality grows we can come to the behaviorist's definition of personality.

JUST WHAT IS "PERSONALITY"?

If we take a cross section through the activity stream of any individual, 24 years of age, we would define his personality as *the sum of activities that can be discovered by actual*

observation of behavior over a long enough time to give reliable information. In other words, personality is but the end product of our habit system, our conditioning. The diagram on page eight roughly indicates this view.

Our procedure in studying personality is the making and plotting of a cross section of the activity stream. Among our activities, however, there are dominant systems in the manual field (occupational), in the laryngeal field (great talker, *raconteur*, silent thinker) and in the emotional field (afraid of people, shy, given to outbursts, having to be petted, and in general what we call emotional). These dominating systems are obvious, easy to observe, and they serve as the basis for most of the rapid judgments we make about the personalities of individuals. It is upon the basis of these few dominant systems that we classify personalities.

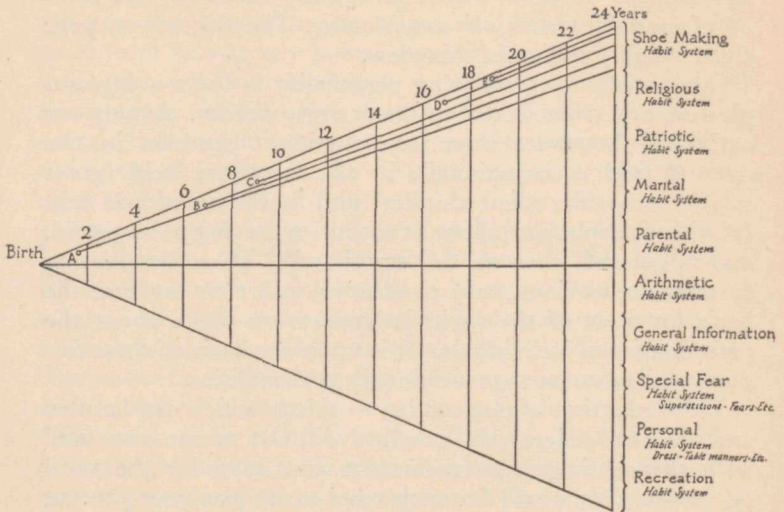
This reduction of personality to things which can be seen and observed objectively, possibly will not square very well with the sentimental attachments you have for the word personality. It would fit much more easily into your present organization if I did not define the word personality and merely characterized people by saying, "He has a commanding personality," "She has an appealing and charming personality," "He has a most disagreeable personality." But just come to earth a minute and think about this a little. What do you mean by a commanding personality? Isn't it generally that the individual speaks in an authoritative kind of way, that he has a rather large physique and that he is a little taller than you are?

THE DIFFICULTY OF FAIRNESS IN JUDGING PERSONALITY

Another factor that does not come out in the activity chart is this—*personality judgments* usually are not based purely on the life chart of the individual whose personality is being studied. If the person studying the personality of another were free from slants and if accurate allowance could be made for the effects of his own past habit systems, he would be able to make an objective study. But none of us has this kind of freedom.

We are all dominated by our past and our judgments of

Cross Section of Organization
at 24 years = Personality at
24 years



THIS ROUGH DIAGRAM illustrates what the behaviorist means by personality and shows how it develops. The central thought in the diagram is that personality is made up of dominant habit systems (only a few of these are shown in the 24-year-old cross section—there are really many hundreds).

Note that the cross section at 24 years of age reveals a dominant vocational habit system (shoe-making, in this instance) and shows that this vocational habit system is made up of separate habits, A, B, C, D and E. All of these separate habits have been put on at different ages.

All the other habit systems—the religious, the patriotic, etc.—should have similar lines extending backward into the adolescence, youth and infancy of the individual in order to make them complete. For the sake of clearness we have omitted them.

other people are always clouded by difficulties in our own personality. For example, I spoke above of a "dominating" personality and you nodded your head in agreement. Under the present system of rearing children, the father is usually reacted to as though he were a large, powerful man, a kind of superhuman brute who must be obeyed instantly or punishment will be either threatened or applied. Hence you are easily liable, when an individual possessing these characteristics comes into the room, to fall under his "spell." This means nothing more to the behaviorist than an expression of the fact that people who act like your father still have the power to make you behave like a child. It would not be difficult for me to pick out any one of your cherished convictions about personality and show it up in its true light.

WHY WE ARE "ALL THINGS TO ALL MEN"

In presenting personality in this way, I think it should become clearer to you now how *the situation we are in dominates us always and releases one or another of these all-powerful habit systems*. For example, the ringing of the Angelus stops the reapers in the field, breaks in on their manual systems and throws them for the time being under the dominance of their religious habit systems. In general, we are what the situation calls for—a respectable person before our preacher and our parents, a hero in front of the ladies, a tee-totaler in one group, a bibulous good fellow in another.

The organization chart on page eight fails to show that in developing so many hundreds and thousands of habit systems it is almost inevitable that these systems should conflict at one time or another. Thus it comes about that one stimulus may call out, or partially call out, two opposed types of action in the same muscular and glandular group. Inaction, fumbling, trembling, etc., may result. In certain cases there are apparently almost permanent conflicts, conflicts of such extent and of such magnitude that a psychopathological individual results. We say that such individuals have an unstable personality.

In a perfectly integrated (!) individual the following events happen: As soon as a situation begins to call for the domi-

nance of a certain habit system, the whole body begins to unlock: the tensions in every set of striped and unstriped muscles not to be used in the immediately forthcoming action are released so as to free all of the striped and unstriped muscles and glands of the body for the habit system now needed. Only the one habit system, the operation of which is called for, can work at the maximum efficiency. The person is then said to be concentrating all of his personality on the job. The whole individual thus becomes "expressed", his whole personality is "engrossed," in the act he is doing.

I think I have said enough to show that personality is not a mysterious thing but a very natural growth in behavior, and that no mysterious method need be used in studying it. I shall take up in my next article some of the more practical methods we use in studying personality.

Five New Offices Opened in Europe

The J. Walter Thompson Company has recently opened five additional offices in Europe and the Near East.

The Company established its London Office in 1919. As it extended its operations to the continent, it developed a system of representation by native personnel in the principal cities of Europe. These worked under the direction of the London Office.

Carrying this development further, the Company has now opened these five new offices under the management of members of its American organization, as follows:

Antwerp	Mr. John C. Esty
Berlin	Mr. Clement H. Watson
Copenhagen	Mr. N. Bruce Ashby
Madrid	Mr. A. E. Hartzell
Alexandria	Mr. Henry C. Miner

All the above were members of the New York Office. They will work under the general direction of the J. Walter Thompson Company's European Manager, Mr. Sam. L. Meek, Jr. (London Office).

Mr. Henry M. Stevens of the San Francisco Office has been transferred to the London Office as an account representative. Mr. Adrian Head, formerly of the Chicago Office, will be stationed at Copenhagen to look after business in Sweden.

The Aims and Responsibilities of the Business School

BY DONALD KIRK DAVID

*Assistant Dean of the Graduate School of Business
Administration, Harvard University*

(Editor's Note: The following article is taken from an address delivered by Professor David before a convention of the Associated Business Papers. The News Bulletin has to thank Professor David for his permission to publish it.)

THERE are four things at least in immediate training which a business school can do for a man who has (as in our case) graduated from college, who knows he wants to go into business and whose ideas beyond that are hazy. First, we are able to outline a content of certain particular fields of endeavor. We, as most other business schools, have made an arbitrary division of business for teaching purposes into four functional parts. To put it in the most primary language, we say that men produce things; after they produce them they must get rid of them; in the process of producing and distributing someone once found out he could borrow things, and the field of credit and finance sprang up; and because men enter into these particular things to make money, to make a profit, there must be an element of control.

So today we are giving courses in production, distribution, finance and control, accounting and statistics. That is a perfectly arbitrary division but we must make some division of business if we are to teach content.

What do I mean by content? There are springing up in business certain teachable things. Perhaps they are theories. We have theories of accounting; we have theories of what is right and wrong in distribution; we have theories of finance, when it is proper to put out a bond issue, when it is proper to put out a stock issue and when it is more proper to put out neither.

There is a second step when we test out these theories a bit and arrive at some theorems. Then, after we have tested and re-tested, we arrive at business principles. I think that there are certain business principles which can be taught. That is the first thing which business schools can do, and to my mind it is perhaps the least important thing that business schools can do.

THE JOB OF THE EXECUTIVE

The second thing for immediate training, which to me is much more important, is to train men to analyze facts and from those facts reach decisions. That, after all, is the job of the executive in business. The major job of the executive in business is to be able to take a situation, to determine first of all what are the facts, and then to be able to analyze those facts and reach decisions. That is a training in judgment. It seems to me that that is the main thing which a school such as the Harvard Business School must do.

What we are attempting to do is to give the men who come to the Harvard Business School as graduates of other schools, all of them college graduates, two years' experience in thinking as an executive must think once he arrives. To do that we have been collecting over a series of years a group of business cases, actual situations which have arisen in business, and from these we teach.

This thing of method, this thing of men going into a business with some conception of the task of an executive, with the background of this content of which I spoke first, but with some conception of how a man's mind must work in business, seems to us to be one of the things which business education should at least consider. That is the second thing.

There is a third thing. We hear a great deal about economics, economics as applied to business. It seems to us that one of the important responsibilities of the business school in Cambridge is to turn men out able to interpret to their jobs what the economist is talking about, and that is not easy. The economist is primarily thinking of long time social trends; he is thinking of the theory of economics; he is not interested in explaining himself to the business man.

And the business man, in thinking of the economist, thinks of him usually as a long haired visionary who may have some ideas which are applicable to the next generation but none which are applicable to this. One of our tasks is to try to take men from colleges with perhaps a background of economic theory, to show how that theory can be applied to a particular job.

I need only give one illustration of what I mean. Take a certain New England concern that, from every conceivable test of business operation,—production, distribution, finance, control, foreign connections, banking connections—was perfect. Yet in 1921 it “went busted.” The firm had contracted for its raw materials a year in advance because it had enough orders on hand to run the plant for two years. It said to itself: “Nothing can happen.” From every conceivable business test that concern was sound. From an economic test it was unsound.

PROBATIONARY PERIOD NECESSARY

A fourth thing that business education must do is to turn out men who realize they must go through a probationary period of adjustment in a particular organization before they can get any place. Gentlemen, if the business schools of the country could turn men out understanding that whatever they have, whatever their background might be, they can get no place unless they pass through this personal probationary period in business, they'd be worth their salt.

The business schools cannot teach the details of a particular industry nearly as well as the industry itself can teach those details. So for the immediate point of view, there are four things—content, method, economic background and a realization of the necessity of putting one's self over as a human being. Those form the start for the immediate job.

Now if I may go to the question of broad social training for the business schools. All of these things which I have sketched seem to me to be things which will help a man make good on the job. As I said once before this evening, if I felt that the Harvard Business School were only taking men and teaching them how to make more money, I should not be

interested in it. If the Harvard Business School were only taking your sons and brothers into that school and showing them how to go in to succeed from a financial point of view, then there is no place for a business school, at least in Harvard University.

OPPORTUNITY FOR PUBLIC SERVICE

The important thing we see is that a man going into business in the next generation, and I think in this generation also, is to be faced with a responsibility and opportunity for public service and community leadership such as has never been seen before. That leadership in the past has probably been held by members of what we term the professions—the lawyers, the doctors, the teachers, the ministers. Now what has happened there? I only need sketch very briefly. The lawyer has more and more become a corporation lawyer, and as such has become a servant of the business man. The teacher has been swamped by numbers. The doctor is becoming a specialist. All of these groups are losing their broad community point of view somewhat and in turn all of that is passing to the business man.

Is the business man prepared? Are business men as a group prepared to undertake that leadership? All of these men in the professions have had certain bases of performance. Every profession which has grown has had first of all an intellectual basis of performance. It has been necessary for the professional man to study what is happening in his field if he is to keep up with his field—a constant application of his mind to the job. That is the first point.

Every profession has had a cultural basis of performance—an appreciation of the finer things of life as applied to the particular task. Every profession has had an ethical basis of performance. I needn't touch on that. You know what it is.

And last of all, every profession has had a social basis of performance, a basis of performance of serving others in that profession. I was shown only today a statement credited to Justice Brandeis and I'm going to read it. It is his definition of a profession. He is quoted as saying that "the peculiar

characteristics of a profession as distinguished from other occupations I take to be these:

"First, a profession is an occupation for which the necessary preliminary training is intellectual in character, involving knowledge, and to some extent learning, as distinguished from mere skill.

"Second, it is an occupation which is pursued largely for others and not merely for one's self.

"Third, it is an occupation in which the amount of financial return is not the accepted measure of success."

IS BUSINESS A PROFESSION?

Is business a profession today? Can business meet the definition as laid down, the definition of having all of these intellectual, cultural, social and ethical bases? I think we haven't yet arrived at that point, but we are getting there very, very rapidly. The progress that has been made in the last few years in various phases of business is perfectly astounding, but it seems to us, in trying to teach these men in Cambridge for preparation to go into business, that the most important thing which the business schools can do is to try to turn men out into business with a realization of the responsibilities which they are going to have for service not only to themselves but to the community in which they live.

I think it is entirely necessary that we turn men out equipped with that first group of courses, the training group of which I spoke, because we must turn men out who will make good. Otherwise, if we gave them only the second point of view, we'd be turning out soap box orators. These men must get into positions of responsibility.

So I will repeat that the aims of the business schools of the country are in my opinion twofold: first, to give a type of training which will fit men to go into business, and which, if they are able to apply themselves and to go through this personal probationary period in business, will fit them to make good. But it does not stop there. We must turn men out with an appreciation of the great responsibilities which they are going to have in an occupation which is becoming a profession.

Some Fundamental Principles of Organization

*Paul M. Mazur of Lehman Brothers Discusses the
Principles of Organization as Applied
to Modern Retailing**

A REVIEW BY PAUL T. CHERINGTON

Director of Research, J. Walter Thompson Company

(Introductory Note: Two factors in modern business will give this new book an interest to every business organization no matter what its field.

The first is the increase in the number of large organizations with their obvious economies and possibilities and their new problems of structure and management.

The second is the fact that distribution and selling have supplanted manufacturing as the dominant problem in industry.

Like all fundamental things, it seems to me that its application is practically universal. There is no kind of business, that has got beyond the one-man stage, that would fail to profit from it. *Stanley Resor, President, J. Walter Thompson Company.*)

THE early reviews of Darwin's *Origin of Species* scarcely could have foretold the effect on human thought that was to flow from this new treatment of a rather technical theme, generally regarded as remote from common human experience. Similarly, in a more restricted field, Taylor's "The Art of Cutting Metals" became a familiar handbook on the subject of management in many fields where no metal ever was cut. In general, the technical book which develops and applies a principle of wide adaptability is one of the most difficult sort of books to appraise justly.

Mr. Mazur in writing this book has studied the actual practice of organization in a number of stores. But he has gone much farther than this. He has studied equally faith-

*Principles of Organization applied to Modern Retailing, by Paul M. Mazur, with the assistance of Myron S. Silbert, written for the National Retail Dry Goods Association. Harper & Bros., 1927.

fully the tasks that these, and similar stores are performing as distributing mechanisms. And, from these two studies combined, he has developed, not only a suggested type of organization for the performance of this sort of a job, but, what is far more important, a sound and well-knit set of principles on which his suggested type of organization rests.

These principles of organization grew, not so much out of the comparison of established practice, as out of Mr. Mazur's insight into the fundamental nature of the department store, and of the work it is set up to perform. The bigness, the busy-ness, the occasional impressiveness of these "great emporia" have stirred even their casual acquaintances for many years. Edward Bellamy gave them a place in his bigger and better world when they were still in their infancy in actual life.

But, quite aside from these impressive externals, the department store is an effective mechanism for gathering merchandise together, and for offering it to the public in an orderly and satisfying manner, at convenient places, at suitable times, and at attractive prices. It is in many respects supreme among modern inventions in the field of distribution. Few of the usual customers of a department store realize the complexity of the new relationships this new kind of retail operation has involved. The proper financing of a large store makes new relations with banks and the investment world; the proper movement of its stock into and out of the store creates new traffic problems; the preservation of convenience and safety within its own walls makes new problems in building construction; the maintenance of convenience to an expanding group of customers creates new problems in passenger transportation and in real estate values; the enlarged intricacies of stock selection and movement call for new types of foresight and ingenuity in merchandise management and the complex operating staff creates new problems in personnel. These and many other kindred problems, never before encountered, constitute the field of department store management. Manifestly, the problems of department store organization and management are those of modern business epitomized.

These conditions give to Mr. Mazur's working philosophy of the department store active significance far beyond the department store field. The skill with which he breaks up the work of this type of institution into its essential parts and then fits a plan of organization to the performance of these fundamental tasks, gives his conclusions a sweep of applicability to other human activities they could not have if he had confined himself to the narrow, parochial limits of accepted department store structure.

Mr. Mazur's study, it should be said, was undertaken for the National Retail Dry Goods Association, which body realized that these complicated new tasks of the department store called for scrutiny in the light of knowledge and appraisal more sweeping than could ordinarily be found among those who have been recruited into department store managerial ranks out of the tense conditions of store operation. The results of Mr. Mazur's study ought greatly to clarify the thinking and rectify the practices of administrative heads in the department store field, but ought, also, as we already have intimated, to have a tonic effect among thoughtful managers in many other fields.

Mr. Mazur enunciates six general principles of organization:

1. "Fitness to the job. The organization should be built to accomplish the function of the business.
2. "Fitness to the individuals. The organization should be built to make it possible for the human material concerned to fulfill the function of the business.
3. "Each executive and each department should have a complete circle of responsibility. Functions should be performed in such a way that responsibility for their completion and quality can be assigned to one department or even one individual.
4. "Up to the limits imposed by the requirement of a sense of responsibility each department and each individual should specialize in a particular function.
5. "As far as possible, judicial decisions of any importance should not be made by one department head.

Minds which can make adequate compromises from two or more important points are rare. Single points of view are easier to find and develop. Compromises should be made by men with different points of view or by a superior executive.

6. "Checks and balances should exist. The responsibilities of departments and individuals should be so arranged that the function of one should, on important matters, be dependent on and necessary for the function of others. This will eliminate the necessity of a great deal of supervision, and will create perspective on important problems. The constant check will insure effectiveness."

The enunciation of these underlying principles is not the author's end; it is only his starting point. In detail, too complex to be of general interest, although supremely clarifying and practical to the department store man, he outlines an ideal form of structure, or plan of organization, combined with a discussion of operating procedure making the suggested plan effective. For each of the main features of the plan—General Management, Merchandising, Publicity, Store Management, Controller and Expense Control there is a discussion of the functions to be performed, the relations with other functions, the corresponding organization structure and the types of personnel called for. These discussions, without didactic rationalizing, set forth in clear, plain terms the nature of the jobs to be done and of the problems involved in their adequate performance. Out of these discussions grows the ideal structure for their performance, after due allowance has been made for personal factors.

No man who is puzzled by questions in administrative organization of any sort can read this book without finding his reasoning about his problems raised to a new level of clarity, common sense and straight thinking.

Just What Effect Does Weather Have on Retail Sales?

Some Observations Based on the Four Year Record of a Leading Department Store

THE department store of Halle Bros., Cleveland, has for the past four years operated a Weather Sales Bureau for the purpose of studying the relation between the weather and the sales records of the store. From these records, a few generalizations of widespread interest have been drawn.

So far as rainfall is concerned, their observation seems to be that when the season is actually on, rainfall has much less effect than is generally supposed. When the season is just starting, or if it is on the decline, or at between season periods, the effect of a rainy day may be very great.

Another curious fact has been brought out by the observations of the bureau namely, that in these between season times a forecast may have almost as serious an effect as an actual rainfall. Similar observations have been made concerning the effects of marked changes in temperature.

In settled seasons these apparently have little or no effect upon sales. The report shows for example, that during the Christmas business, or when the season is actually settled down, a bad turn in the weather, whether rain or cold or heat, has little effect on the day's sales.

The worst feature of all is the failure of the weather to agree with the prevailing expectations at the times when the seasons are changing. The effect of this is really serious. For example, in the spring, if in the spring there is every reason to expect warm weather, but the warm weather does not develop, sales will fall off and apparently are not recovered later in the season, except by great good fortune. Similarly, if in the fall, the public expects cold weather and it does not arrive, sales are lost which are never regained.

Halle Bros.' conclusion is that this failure of seasons to meet public expectations is the most serious weather influence affecting sales.

Clients of the J. Walter Thompson Company

<i>Client</i>	<i>Product</i>
American Exchange Irving Trust Company	BANKING
Aunt Jemima Mills Branch of The Quaker Oats Co.	AUNT JEMIMA PANCAKE FLOUR AUNT JEMIMA BUCKWHEAT FLOUR
Franklin Baker Company	BAKER'S COCONUT
A. Beller & Co.	CLOAKS, SUITS, WRAPS, DRESSES
The Bishopric Manufacturing Co.	BISHOPRIC STUCCO, BISHOPRIC STUCCO BASE, BISHOPRIC PLASTER FINISH FOR INTERIORS
The Chas. W. Breneman Company	BRENLIN WINDOW SHADES BRENEMAN SHADE ROLLERS
Buxton, Inc.	BUXTON KEY-TAINERS
The William Carter Company	CARTER'S UNDERWEAR
Cheek-Neal Coffee Company	MAXWELL HOUSE COFFEE MAXWELL HOUSE TEA
Chicago, Burlington & Quincy Railroad	PASSENGER SERVICE BURLINGTON ESCORTED TOURS
The City Baking Company	RICE'S BREAD, RICE'S PIES
J. & J. Colman (U. S. A.), Ltd.	COLMAN'S MUSTARD, SAVORA, ROBINSON'S "PATENT" BARLEY
Corning Glass Works	PYREX OVENWARE, STEUBEN ART GLASS AND OTHER CORNING GLASS PRODUCTS
The Corticelli Silk Company	CORTICELLI SILK FABRICS, SILK HOSIERY, SPOOL SILKS AND IRENE CASTLE CORTICELLI FASHIONS
Cream of Wheat Company	CREAM OF WHEAT
Davey Tree Expert Company, Inc.	DAVEY TREE SURGERY
Dolly Madison Baking Corporation	BREAD
Douglas-Pectin Corporation	CERTO
Douglass Company	DOUGLASS LIGHTER
Dwight Manufacturing Company	DWIGHT ANCHOR SHEETS AND PILLOW CASES
Minot, Hooper & Co., Selling Agents	

*Client**Product*

Erschine-Danforth Corporation
Exchange Trust Company
Felt & Tarrant Mfg. Co.
The Fleischmann Company
Foamite-Childs Corporation

Fort Worth and Denver City
Railway Co.

The Freihofer Baking Company
Wm. Freihofer Baking Company
The Globe-Wernicke Co.,
Gruen Watchmakers' Guild
Gulbransen Company
Hassler Mfg. Co., Inc.
Richard Hellmann, Inc.
The Hoosier Manufacturing Co.
The Hooven & Allison Company
Horlick's Malted Milk Corporation
Howlett and Hockmeyer Company

George P. Ide & Co., Inc.
Iron Mountain Company

The Japan Tea Promotion Committee
The Andrew Jergens Co.

A. & M. Karagheusian, Inc.
Kops Brothers, Inc.

n/ed → A. C. Krumm & Son
Lamont, Corliss & Company

Distributors for:

- (1) O'Sullivan Rubber Co., Inc.
- (2) Peter Cailler Kohler Swiss
Chocolates Company, Inc.
- (3) The Pond's Extract Company

DANERSK FURNITURE
BANKING
COMPTOMETERS
FLEISCHMANN'S YEAST
FIRE PROTECTION ENGINEERS
AND MANUFACTURERS
SUMMER TOURIST SERVICE

BREAD, CAKE
BREAD, CAKE
OFFICE EQUIPMENT
GRUEN GUILD WATCHES
GULBRANSEN PIANOS
AUTOMOBILE ACCESSORIES
HELLMANN'S MAYONNAISE
HOOSIER KITCHEN CABINETS

CORDAGE
HORLICK'S MALTED MILK
WATERSIDE CORDUROY,
SUEDE-LIKE

IDE COLLARS AND SHIRTS
ZEROZONE ELECTRIC
REFRIGERATOR

JAPAN TEA
WOODBURY'S FACIAL SOAP
JERGENS LOTION
CASTOLAY

HERATI RUGS
NEMO-FLEX CORSETS, BRASSIERES
AND COMBINATIONS
KRUMM'S MACARONI

O'SULLIVAN HEELS
NESTLE'S MILK CHOCOLATE
PETER'S MILK CHOCOLATE
POND'S COLD CREAM
POND'S VANISHING CREAM

<i>Client</i>	<i>Product</i>
Langendorf Baking Company	BREAD
Lehn & Fink Products Company	PEBECO TOOTH PASTE
Lever Brothers Company	LUX, LUX TOILET SOAP
Libby, McNeill & Libby	LIBBY'S 100 FOODS
The Linen Thread Company	BARBOUR'S LINEN THREAD
W. H. & A. E. Margerison & Co.	MARTEX TURKISH TOWELS
Melville Shoe Corporation	JOHN WARD SHOES, RIVAL SHOES, THOM McAN SHOES
New England Confectionery Co.	NECCO PURE CANDY
Norfolk-Portsmouth Community Advertising Fund	COMMUNITY ADVERTISING
Northern Pacific Railway Company (Land Department)	MONTANA FARM LANDS
The Norwich Pharmacal Company	UNGUENTINE
The Odorono Company	ODO-RO-NO, CREME ODO-RO-NO
Parker-Regan Corporation	BETTY BRIGHT MOPS
Penick & Ford, Ltd.	BRER RABBIT MOLASSES BRER RABBIT SYRUP PENICK SYRUP, PENICK OIL
Pennsylvania Railroad Company	RAILROAD SERVICE
Phenix Cheese Corporation	"PHILADELPHIA" CREAM CHEESE, PHENIX CHEESE
Pinaud Incorporated	ED. PINAUD EAU DE QUININE, LILAC VEGETAL
Rand McNally & Company	PUBLISHERS AND MAP ENGRAVERS
The Rice-Schmidt Baking Company	RICE'S BREAD
The Richardson Roofing Company Division of The Flintkote Company	RICHARDSON ROOFING AND SUPER GIANT SHINGLES, LOK TOP SHINGLES, VISKALT
Royal Baking Powder Co.	ROYAL BAKING POWDER ROYAL FRUIT FLAVORED GELATIN
F. Schumacher & Co.	DECORATIVE DRAPERY AND UPHOLSTERY FABRICS
Seth Thomas Clock Co.	SETH THOMAS CLOCKS
Simmons Company	SIMMONS METAL BEDS, MATTRESSES, SPRINGS, CRIBS AND METAL FURNITURE
Sonora Phonograph Company	SONORA PHONOGRAPHS, SONORA RADIOS, RADIO SPEAKERS

<i>Client</i>	<i>Product</i>
Stanley Insulating Company	STANLEY VACUUM BOTTLES
J. P. Stevens & Company	PEACE DALE YARNS
S. W. Straus & Company Pacific Coast Division	INVESTMENT BONDS
Sun-Maid Raisin Growers of California	SUN-MAID RAISINS
Swift & Company	SWIFT'S PREMIUM HAM, PREMIUM BACON, "SILVERLEAF" LARD, BROOKFIELD FARM PRODUCTS, SUNBRITE CLEANSER, RED STEER FERTILIZERS, VIGORO, EDUCATIONAL ADVERTISING
U. S. Gutta Percha Paint Co.	BARRELED SUNLIGHT (THE RICE PROCESS WHITE)
U. S. Industrial Alcohol Co.	PYRO AND OTHER ALCOHOL PRODUCTS
United States Rubber Company	"U. S." RUBBER FOOTWEAR, KEDS, "U. S." RAYNSTERS, NAUGAHYDE, "U.S." JAR RUBBERS
The Wadsworth Watch Case Co.	WADSWORTH WATCH CASES WADSWORTH BELT BUCKLES WADSWORTH WATCH BANDS
William R. Warner & Co., Inc.	FORMAMINT SLOAN'S LINIMENT STACOMB
Northam Warren Corporation	CUTEX MANICURE SPECIALTIES
The Welch Grape Juice Company	WELCH'S GRAPE JUICE, GRAPELADE AND GRAPE JELLY

J. WALTER THOMPSON COMPANY

Advertising

244 MADISON AVENUE
NEW YORK



CHICAGO
410 NORTH MICHIGAN AVENUE

BOSTON
80 BOYLSTON STREET

CINCINNATI
FIRST NATIONAL BANK BUILDING

SAN FRANCISCO
KOHL BUILDING

LONDON
BUSH HOUSE