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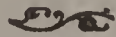
The
BUSINESS WOMAN

*Her Personality
and Health*



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by DR. WILLIAM S. SADLER
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The
BUSINESS WOMAN

Her Personality and Health

By
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SOCIETY, THE ILLINOIS STATE MEDICAL
SOCIETY, THE AMERICAN PUBLIC
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PREFACE

FOR many years I have been writing for, and lecturing to, business executives and salesmen on the essentials of a successful business career, but of late many of my close friends, including my wife and professional associate, Dr. Lena K. Sadler, have been urging me to present in book form, as I see them, the essential elements which enter into the success and happiness of business women, not alone of the younger women who are beginning their activities in the arena of commerce but, as well, of those who have climbed to the top and demonstrated their right to the title of business executives.

In the preparation of this manuscript I have sought to utilize the experience that has come to me in my profession, and have been further encouraged and helped by the counsels of numerous Deans of Women and heads of Welfare Departments in several of Chicago's leading business concerns. I am therefore presenting this effort, the result of many years of observation and study, with the hope that it will be of encouragement and benefit, both psychological and physiological, to those who may chance to read it.

I send this book to the press with the hope that it may be the means of increasing the efficiency, multiplying the happiness, and preserving the health of many a business woman.

WILLIAM S. SADLER

533 Diversey Parkway, Chicago.

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INTRODUCTION

THE business woman is here—she has arrived, and I have little doubt in my mind that she has come to stay. No matter how the business man may look upon her as a compatriot, associate, or helper, the business woman is a permanent factor in our commercial life and must be reckoned with as such. Furthermore, she certainly has demonstrated that, with equal training, she is capable of thinking just as clearly and exercising just as keen judgment, of reaching just as reliable decisions, as the “men folks.”

A commercial career is an experience more or less new to womankind, so that there are many problems connected with her entrance into this field of activity. It is my purpose, frankly and plainly, to discuss these questions of personal efficiency, physical health, and all around success, from the particular standpoint of my professional experience with business women, including the whole range of employed women, from the working girl to the seasoned executive. I propose to present to the business woman the physician's viewpoint—to show her how she can utilize, to the best possible advantage, the personality with which Nature has endowed her; how she can become most efficient; how she can achieve the greatest measure of happiness; and since health is indispensable to both happiness and efficiency, I propose to tell her of many ways in which she can conserve her health and improve her physical condition if she is, at any point, below par.

WHAT IS PEP?

This book might really be called a discussion of personality and pep, for first I am going to tell you about the factors that go to make up the personality of the successful business woman, then I am going to discuss with you the energy, or pep, that must activate that personality in order that victories may be won on the battlefield of commercial contention.

But what is pep? In answering this, I promise you that I am not going to write a medical treatise, but I am going to tell you some things in common everyday language. I propose to bring you the latest developments of medical science and present them in plain English, that you may become altogether familiar with the various elements that go to make up what we mean in that slang, but expressive word, pep. For this slang term has come to stand for both health and efficiency.

Pep means that fulsome feeling of well-being, that sensation of being surcharged with vitality. When you are full of pep, you are like a race horse being held in leash, ready for the trial of strength, eager for any test of endurance. You know you can win if you only have a fair chance. Now, on the other hand, when you have lost your pep, there is only one term in the world that describes just how miserable you feel, and that is the term "rotten." Courage, hope, and ambition are at low ebb. Your morale is shot to pieces; in short, you feel more or less "all in."

When your pep is at high tide, you are in possession of all the elements of physical courage, mental alertness, and moral confidence that are so essential to aggressive action in the business world, which are so indispensable to the achievement of commercial conquest—to the winning of business battles.

To Have Pep is to Have Health—they are synonymous. To have pep means that you can wake up in the morning and face the day's effort with courage and

confidence, tackle its problems with assurance and determination, feeling in every way fit for the struggle and assured of success.

On the other hand, what is more pathetic than the spectacle of a modern business woman, in every way ambitious and desirous of achieving success in her chosen calling, who is partly or completely broken down physically, wrecked nervously; weeping those bitter tears of disappointment and regret as she contemplates the probability of failure—of defeat—all because she just hasn't the physical strength to go through with her job? She just cannot stand up under the strain. In a word, she has lost her pep, and with it quickly go courage, confidence and ambition.

GET A SLOGAN

I find it very helpful in dealing with my patients, particularly business men and women, to encourage them to adopt a *working slogan*. I have helped many a neurasthenic man to turn the tide of defeat as it rolled against him and threatened his success, by teaching him to be systematic, to adopt some such slogan as "Do It Now," and to quit his habit of everlastingly putting things off. I have discovered that some women, particularly nervous women, have made it a rule of their lives never to do anything today that can be put off until tomorrow; but that means certain defeat, particularly in the commercial world.

Suppose you business women adopt a slogan something like this, "First Think It Over, Then Act." Women, you know, are sometimes accused, at least by us men, of acting too much on intuition, of being controlled too much by sentiment. I presume we men need to cultivate sentiment, and you need to cultivate a more deliberate judgment—cool, calm reasoning ability. But after you have thought a thing over and reached your decision, act, and act with determination. Put your whole personality into your decisions when you have once reached them by thought and deliberation.

I know a great many women who have helped themselves immensely by adopting some such slogan as "Play the Game," while others have chosen "Fight, Don't Faint." It is worth something to have near by, handy in the mind, a war cry, a battle call, and many of you will find it well to take the one we men like so much, and that is, "Do It Now."

Hundreds of business women are making failures of their careers because of the excess baggage, the load of unfinished business which they are, all the time, carrying around in their minds. Their heads are crammed so full of trifles they have little time to devote to the essentials of business. They are busy all the time running around just like a chicken with its head off. They are devoid of system and organization. Speaking of running around like a chicken with its head off makes me think of a feeble-minded little chap who lived near me when I was a little shaver. One Sunday morning, I remember so well, we were sitting on the fence watching his father killing the chicken for the Sunday dinner. You all know how a chicken will flop around for a while after its head is cut off. Well, this little fellow watched the dying fowl flopping around for a moment, when, looking up at me and grinning, he said, "It's dead, but it doesn't know it." There are a lot of people, in many walks of life, who are just about dead from the neck up, but they don't know it. A lot more, in the process of dying, are going around loaded up with foolish plans, and weighted down with unfinished business, so that to all practical intents and purposes they are dead ones in commercial life. Like the chicken, they may not know it, but they are all through except for the funeral rites.

So, to you business women, let me say this: every day, divide your work into the essentials and the non-essentials. See that you do the essentials, and then don't worry for one minute if all the nonessentials are left undone. This is an especially important thing for women to learn, because it has been my observation

that women have a tendency to collect about them a lot of little things that are in no way essential to their real success in business; for you know, while you say we men are egotistic, we come back at you and say you are vain and fussy.

Now, strip yourselves for action, ladies, if you are going into business to get results. Focus your attention on the essentials, and learn how to bury a wagonload of nonessentials with each dying day as the setting sun goes down behind the clouds in the west.

If you should go into my office, you will find very little unfinished business in my desk. I answer letters when I get them; I attend to duties when the call comes. I do not put things off that are physically possible to attend to *now*. I have a middle drawer in my desk for unfinished business, and it is empty most of the time. I figure that by system, organization, and by my long time slogan of "Do It Now," I am able to keep myself healthy, happy, free from nervous strain, and to accomplish at least fifty per cent more every day and every week I live than I could otherwise.

When you have something to do, make the memorandum, put in the telephone call, attend to the errand, write the letter—"Do It Now:" get it off your system, and be ready to take on the next thing that is waiting for your attention.

And now, after this word of introduction, and this little time spent getting acquainted, perhaps I should tell you how I propose to discuss this great question of Personality and Health. I will give you a brief outline of the four sections (each having seven subdivisions) into which this book will be divided. They are:

1. *Personality*. A discussion of the business engine; but more especially the psychologic, or mental factors making for business success.

2. *The Pillars of Health*. Business energy; pep. The physical factors making for success.

3. *The Barometers of Pep*. The business indicators. How to read signals of distress, from a health stand-

point, or the medical factors making for commercial success.

4. *The Safety Valves of Pep.* The problems of emotional elimination; the safeguards of health in commercial life. The moral factors making for business success.

PART I

PERSONALITY—THE BUSINESS ENGINE

THE first thing I am going to discuss is the psychology of success: those elements of personality which are so indispensable to advancement in the business world. What I call personality has been variously called by others personal magnetism, ability, judgment, character and the like. They all mean the same thing. Personal magnetism simply means personality, that's all—just forget about the magnetism.

There are seven traits of personality that I propose to tell you about. Six of them you can cultivate. It is only the first one that is purely, or largely, hereditary. This is the only one that you can secure only from your ancestors, although you can do much to improve even that trait.

I CLEVERNESS—INGENUITY

Outside of those one-horse merchants who manage small grocery stores and little shops, the most successful business men and women are more or less *clever*; and cleverness is largely hereditary.

Cleverness is sometimes very dangerous, in that some people inherit so much of it that they think they can get along in the world without hard work. Perhaps some of you can remember hearing the neighbors remark about you, when you were a sweet little thing, reciting some favorite poem like "Mary Had a Little Lamb," I say, perhaps you can remember hearing the neighbors say: "Isn't she clever? Isn't she smart?" And perhaps you were foolish enough to believe it. Maybe you haven't gotten over the delusion yet. If you are clever, it is better not to know too much about it, at least while you are young. It is better that

we get the notion in our heads that hard work and continuous plugging are essential to success.

Perhaps we can make better progress in our study of cleverness if we undertake to analyze this gift of the gods. As I understand it, cleverness consists of the following elements:

1. **Intuition—Spontaneous Association of Ideas.** The psychologists tell us that what we call intuition is simply spontaneous—almost instantaneous—association of ideas down in the deep centers of the mind. Women certainly have more of this thing we call intuition than men, and this is due, so other scientists tell us, to the fact that the posterior lobe of their pituitary gland is larger than the anterior lobe. They tell us that deliberate reasoning power comes from a large anterior lobe, and that intuition and sentiment originate in the posterior lobe. Men are, therefore, supposed to have more of that cold calculating ability than women.

You should understand that all our thinking process, that is, sensations that originate in the body as they move upward through the levels of thinking in the mind, are supposed to pass through a brain center known as "association of ideas." It is believed that women think more quickly than men, under given conditions—they more quickly arrive at intuitive decisions. Now this is a good thing in many ways, and it gives you a certain advantage over men in the business world, but look out, ladies! If you are superficial thinkers, if you have not developed good judgment and sober reasoning powers, your intuition is liable to lead you astray. Intuition is not always a safe guide in business.

If you have taught your reasoning powers to deliberate properly, if you have disciplined your mind and given your brain a little training in sober thinking, then this ability to think and make up your mind quickly becomes a valuable asset in business. It is a magnificent cog in the mental machine when it comes to commercial activities. But, on the other hand, if your mind still works after the thoughtless manner of a high school girl,

then intuition becomes not an asset, but, rather, a dangerous liability.

2. **Quick Thinking and Correct Thinking.** Intuition is that remarkable gift which enables a business woman to face a problem with four or five different intricate angles and, with a minimum of thought, to make up her mind—to decide—and then successfully to carry through the plan which she has settled upon. That's intuition; and all men and women who have succeeded big in the business world, whose success was not a mere fluke or accident, have been blessed with more or less of this unique and sometimes uncanny talent.

There is no place in business for those folks who require half a day to make up their minds; who are all day reaching a decision on some pressing matter. You must be able to think, think rapidly and think reliably, if you are going to succeed in business. It is true, some women can think rapidly, but they do not think reliably. What is required in the business woman is not only that she think *quickly*, but that she also think *correctly*. That is the secret of success.

3. **Willingness to Learn.** But never feel that you are so clever that you are above instruction; that you know too much to take advice; that you are altogether too great a person to seek counsel. Such a state of mind is going to keep you in a small place. In a multitude of counselors, the wise man said there was safety; and never, never, I beg of you as business women, permit your feminine pride or the self-confidence of intuition to lead you to throw away the advice and counsel of seasoned business men, men of real and practical experience, just because they are "mere men." Please listen to our counsel and judge it on its merits, and do not reject it because it is masculine in origin. Two heads may be better than one, even if one is a man's head.

I have known a great many women to fail because of this peculiar feminine egotism which their male

associates detected, and it turned all their business colleagues into unconscious enemies, whereas they might easily have made all of them friends and helpers, if they had gone about the job with less sex consciousness—less of that feminine vanity which led to this fatal sort of over-confidence and over-dependence on this supposed inherent cleverness, or intuition, which is more or less characteristic of the “female of the species.”

4. **Glands of Personality—The Ductless Glands.** We have seen that woman probably possesses a little more intuition, as compared with men, because of the fact that she has a larger posterior pituitary gland. Now you should understand that these pituitary glands are a part of what we call the *ductless gland* system of the human body. You should further understand that our personality is determined, not merely by the quantity and quality of gray matter which we inherit from our ancestors, but is also determined by this group of six or eight little so-called glands which work together in such a marvelous and mysterious manner to influence both temperament and conduct.

These little ductless glands constitute a sort of “board of chemical directors” which have very much to do with determining the end results of all our efforts to carve out a career. Many a man or woman has met with success or defeat just because he or she had a fortunate or unfortunate “board of chemical directors.” This board of chemical directors is usually, but not always, dominated by one particular gland. It becomes, as it were, a sort of “chairman of the board.”

We are accustomed to thinking of the will as being the sovereign of the mind, the real ruler of the intellect; but this is hardly true. At least, our wills are not the unconditional monarchs we have painted them in times past. The human will must now be looked upon as a sovereign that rules in a limited monarchy, a monarch strictly limited by the gray matter which our ancestors gave us, and rigidly controlled by a chemical constitu-

tion and bylaws such as we find in the ductless gland system.

5. **A Smooth Personality—The Well Balanced Individual.** We often speak of people as having a smooth personality. We sometimes speak of an individual as “a pretty smooth proposition.” Now, again, that is largely ductless glands, it is not merely experience and training. A smooth personality—an individual who can get into all sorts of trying positions and find a way out—means managerial capacity, business ability. Of course, this whole business game presupposes that you must have inherited from your ancestors a reasonable supply of gray matter; for the brain, after all, is the coordinating central station, the basis of success, and the secret of achievement in the business world. A good ductless gland system is of no avail if you are short gray matter.

II. CONVICTION—INTELLIGENT ENTHUSIASM

Remember, you must be sold on a thing yourself before you can succeed in selling it to others. The business woman must have a deep-seated conviction that the thing she is doing ought to be done. You must believe in a thing before you can make other people believe that what you offer is better than the product of your rivals.

If you should attend a social gathering when you had a bona fide case of smallpox, you would be able to give it to everyone present (unless they had been vaccinated or had already had the disease); and it is the same way with a business proposition. If you are a real live wire, if your soul is on fire with the proposition you have to put over, then other people are going to catch the spirit from you; they are going to fall in line, buy or do anything else you ask them to, because that is the reason you are so enthusiastic—you are trying to do something that is for the good of the world, for the good of your prospects. You have an enthusiasm that is based on conviction, and conviction is always a matter of sincerity.

Now, this sort of conviction, this sort of intelligent enthusiasm, helps to convert you from the proverbial wall flower into a thinking, acting, fighting business woman—a real go-getter. This is the way you overcome much of the backwardness and indecision that characterizes so many young business women; and all this can be done without losing any of that winsomeness and attractiveness which we commonly call *womanliness*.

And, of course, all this enthusiasm in no way implies that you are going to become rude or in any way make a nuisance of yourselves as you mingle with your fellow men.

1. **Deep-Seated Devotion.** The successful business woman in these days of keen competition should be animated by the spirit of a crusader. She should be dominated by the urge of a conqueror, and all the while activated by the curiosity of an explorer. Of course, if you are merely a clerk or an order taker, you don't have to have any of these heroic endowments. You just go along in a humdrum way, and do your work day by day and draw your salary week by week. But I am talking, I hope, to real business women, to those who want to achieve something and be somebody in the business world.

2. **Thorough-Going Application.** You must make thorough-going application of yourself to the proposition you have in hand. Maybe you will think best to cultivate some little peculiarity of dress or manner. I don't mean by that that you are going to be odd; but, to illustrate—I read the other day about a newspaper man who says he knows several thousand people and they probably all know him, because every time he meets anyone he asks, "Have you got a match?" He has come to be known by this. His friends know what he is going to say the moment he opens his mouth, for he has either unconsciously or purposely cultivated this trait.

I have a friend, who always dresses in white clothes, winter and summer. He may have many reasons for this, but it has occurred to many of us that this is a

trick he has of attracting attention to himself. Many of us unconsciously cultivate these personalities and other tricks of mannerism which serve to distinguish us from the rest of the workaday world.

3. **The Danger of Overwork.** But with all your enthusiasm for your job, don't overdo it. Look out for over-work. You don't want either to wear out or rust out, you want to keep in successful action. Don't make a religion out of your work and kill yourself off in your youth. That is carrying business too far. But short of wearing yourself out, get on the job and stick to it.

4. **Positive Attitude.** This sort of commercial conviction I am talking about, this intelligent enthusiasm, leads to *positiveness*. It leads you to meet your customer's quibbling with decision; it does away with all hesitancy in your method of approach. The reactions of your subject are met with a positive attitude on your part. You match every negative suggestion he puts forward with a positive reply. To his pessimism you breathe a sane optimism. You are a real evangelist of commerce, and you have gone out to convert men from the error of their business ways to the better and more useful methods and measures which you have to offer; to win them from their viewpoints of indecision and uncertainty to your viewpoint of decision, certainty and success.

III. SELF-CONFIDENCE—FAITH VERSUS FEAR

Fear is the business woman's assassin. It sneaks up behind her in the dark, sticks a knife into her, and drains out the life blood. The thing that is at the bottom of the failure of most business men and women is fear—just that little blue devil, fear; and remember, if you forget everything else I tell you, that *the only known cure for fear—is faith*.

There is a legitimate, sane, self-confidence which every healthy and enthusiastic business woman should

have—in herself and in the thing which she has set out to do. You must believe in your ability to put over the thing you have undertaken. You must believe in your goods, on the one hand, and in your ability to deliver them, on the other. I want you to have *courage*—not conceit.

1. **You Must Believe in Your Proposition.** You must believe the thing you are selling, or the proposition you are putting over, is the best of its kind in the world; or at least just as good as any other. You must believe that the service you are rendering is equal, if not superior, to that offered by any of your competitors. You must have faith in your firm—your business connection.

There must be that loyalty and confidence in your business associates that will enable you favorably to impress your customers—the people you are dealing with. If you don't think you are being treated right, you better straighten out that state of mind, or resign and go elsewhere. Represent the best, aim for the highest, don't be connected with a thing you can't stand up for, don't belong to a business aggregation that you can't have the utmost faith in.

Of course, we are all human, nothing is absolutely perfect in this old world, but in object, aim and design, we can be of such high standing and represent such purposes and motives of integrity, that we can inspire faith in all our business connections and prospects.

2. **You Must Believe in Your Customer.** Don't look upon your customer merely as a fish you are angling for. You are not trying to catch him or sting him. You must know that he really needs the thing you have to offer, and you must be sympathetic and fair in all your dealings with him. Have faith in him and thus dispel his fear of you. One of the great tasks of salesmanship is to overcome fear on the part of the customer—fear that you are going to “do him up” in some way. Put him at ease, and let him see that you believe in him and thus indirectly inspire him to believe in you.

3. **You Must Believe in Yourself.** If you are going to succeed in the business world you must believe in yourself. I don't refer to egotistic, big-headedness, the sort of thing that makes you merely a puff-ball. You know there is a lot of difference between pep and puff; I know a lot of people who are artists on puff, they go on the theory that other people will think they have a lot in their heads, just because they feel them swelling.

There is a legitimate self-confidence, which the business woman should have in her ability to do things, and which will give her poise, dignity and success; and which will cause other people to look upon her with respect and confidence. I refer to that sort of thing which comes from the conscious knowledge that you know your business, that you know how to do the thing you are undertaking and which inspires your prospects to want to do business with you, and to trust the firm that employs such competent, self-possessed representatives.

What I want you to have is legitimate faith, in order to overcome the inherent tendency to fear; and remember that fear is heartless, cold blooded, and cruel, that when it once lays its fiendish hand upon an otherwise successful business woman it never loosens its grip until she is brought down in ruin; unless perchance, in the midst of such a life and death struggle; some good evangel comes along to preach the gospel of faith and proclaim deliverance from fear in the name of hope and determination.

4. **The Right Kind of Egotism.** You know it is said of men that they are naturally egotistic, and that you women are naturally vain. I think that is about true, and I wouldn't want it to be otherwise. We don't want you women to be the commonplace sort of things we men are. We want you to be reasonably vain and trifling, fussy about your clothes and complexion. And I don't think you would want us men to be altogether devoid of egotism. You like to see us strut around a little, and play at the game of running the world, being the

head of the family, etc. I don't think it is distasteful if we don't over-do it.

But right here let me encourage women to develop a reasonable amount of egotism—self-confidence. Don't be too easily discouraged and downcast just because you haven't the right tools, the best opportunity, or the right job. Make yourself happy while you are working up to prospects. Make the best of what you have.

I wonder if you have ever heard the story of the happy-go-lucky fellow who was going down a narrow trail on a mountain side. This path was cut out of the side of steep rock, and it was about two thousand feet straight down into the canyon below. Just as this chap came around a bend in the trail he saw a big grizzly bear coming up the trail just a few feet below. In a moment he would be face to face with him. Our friend stopped, saw there was no way of escape, it was up hill back, the bear was upon him. He had no weapons of defense except a big knife; and this fellow, for once in his life, began to feel religious. He dropped down on his knees and began to pray, and this is what he is reported to have said: "God, if there is a God, you know I've never bothered you very much with my troubles, but now you can see for yourself that I'm strictly up against it. Now, if it's consistent, seeing I've not been a praying, God-fearing man, I hope you'll be with me and help me out. But if, for any reason, you can't be on my side, don't be on the bear's side, just lie low and watch the greatest scrap you ever saw."

I want you to learn to go at your problems confident of success, believing that the God of business is on your side and that you are sure to win, believing that your friends are going to help you out on the side lines. But all the while tackle your problems with the spirit of the mountain pilgrim. Say to your friends and competitors: "If you can't help me don't hinder me. Lie low and see a great scrap."

IV. SELF-CONTROL—TEMPERANCE AND MODERATION

By self-control, we do not mean to convey the idea of self-suppression, but rather that of moderation—temperance. The apostle Paul said, “Let your moderation be known unto all men.” Every woman engaged in the business struggle of the twentieth century should know how to regulate and control her hours of business and recreation, as well as the matter of temper and temperament.

1. **Discretion.** We have long been taught that “discretion is the better part of valor.” Good judgment is the one thing indispensable to success in business life. Discretion often means that you must carefully guard a secret—know how to keep things to yourself. You know, it is commonly believed that women are gifted in gossiping, but the woman who is going to succeed and get along with the men of the business world—will most certainly be one who knows how to keep her own counsel. Oratory is a wonderful gift—you need all you have inherited; but it is a wonderful thing, sometimes, to know when to keep still, to gain a reputation, as a business woman, of being trustworthy with anybody’s secret at all times.

You make up your mind that the folks who know you are going to have to change their tune about a woman telling everything she knows. Don’t give them ground for any further opinion of women such as that shown in the story they tell of the little girl who had been so naughty that her mother sent her up stairs to say her prayers and ask God for forgiveness. Pretty soon she came tripping down the stairs with her face wreathed in smiles, and otherwise so gay, that the mother seriously questioned the sincerity of her repentance. So she asked of the little one: “Did you tell God how naughty you were and get it all fixed up with Him?” Whereupon the levituous juvenile replied, “Oh, yes, I got it fixed up all right. I didn’t tell God, He

was busy. I told Mrs. God about it, and I s'pose it's all over Heaven by this time.''

Now, ladies, do your duty to correct the impression that lies behind the thought of this story. Show the world just how well you can keep a secret. Of course, I don't believe this popular notion about women. I have lived with a professional woman, and I know that she can keep a secret, and I know a great many women among my patients who keep secrets well, and I know business women who are thoroughly trustworthy. I am merely ventilating a popular notion of women in general in discussing with you, and in this light vein, this particular view of womankind. And I know you agree with me that the business woman must be of a type other than the back-yard, back-fence, gossiping sort of individual. The business woman of today must get a big view of things and be a woman who can trust and be trusted.

2. **Modesty.** After all, modesty is simply part of good self-control. Thorough-going self-restraint should be the aim of the business woman. Make every effort to see that you are not conspicuous. You can make yourself conspicuous and attract undue attention by either over-dressing or under-dressing. There is need of good taste and excellent judgment, and withal modesty, in the case of the business woman, as she plans for her dress, her manner, and her conduct. You may naturally be light-hearted, you may even be one of those effervescing, bubbling over types of femininity. Don't try to make yourself over and be like somebody else. Merely put the thing under control, restrain it. When you go out into the business world to succeed, make up your mind you are going to be a woman from start to finish, that you are going to succeed as a woman, that you are going to fight out your commercial battles along womanly lines.

You don't have to make yourself over in order to become a model of self-restraint. You can work as you are. In fact, it would be a good thing for you, as a

business woman, to *cultivate the art of living with yourself as you are and the world as it is.*

You are going to learn to exercise such control over yourself as will make you tolerant of others and prevent your becoming overbearing, on the one hand, or uncharitable, on the other, as you view the faults of your fellow workers. You know there are a lot of good people in the world we can fall out with and dislike just because we, ourselves, are intolerant. They are just as good as you are, and you would like them if you only changed your viewpoint.

I wonder how the business woman is going to travel that delicate and modest middle of the road course which avoids coarseness and mannishness, on the one hand, and shuns undue familiarity and those little flirtatious mannerisms, on the other. The business woman must go out into the arena of commerce and industry quite free from sex consciousness, and perform in a normal and natural manner, with that dignity and self-confidence which should characterize a woman who enjoys good physical health, and who possesses good poise and self-confidence.

3. The Golden Rule. In the effort of the business woman to exercise self-control, attain tolerance, it is a good thing to remember the Golden Rule. Learn to look at things from the other fellow's viewpoint. When you are about to do something that will hurt a fellow-being, stop and consider how such a course would wound your feelings and don't do it; restrain yourself.

You must learn how to practice that beautiful art of trimming and adjusting, of modifying your program and shifting your policy to accomplish your purpose, while at the same time giving as little offense as possible to your fellow men. In your effort to gain your point and put over your proposition, be delicate and artistic, rather than rough and inconsiderate. It particularly behooves the woman of business to gain success by means of artistic planning and sagacious methods, so that withal, when she has reached the goal, none can say but that

throughout the whole transaction she has been, in word and in deed, a gentlewoman.

4. **The Milk of Human Kindness.** Self-control means, always, a charitable outlook on life—on the human race as a whole. Some folks have plenty of the milk of human kindness stored up within them, but it oozes tardily. They seem to suffer from a lack of ability to give it expression. If you know them well enough you find they are very kind hearted, but a superficial acquaintance suggests that they possess little or none of this thing which we call the milk of human kindness.

You never know when, by some word or act, you are making a profound, perhaps even a life-long, impression upon a business associate, or some other weary and care-worn pilgrim.

I remember well riding on the train with an American man of affairs over in Germany many years ago. I had a talk with him about things in general, but nothing special that I can recall; but later on, following his death, I received a cablegram from his sister giving a report of his dying message to me, which was, in part: "I am risking my eternal future on what you told me on the train, on the way to Prague." Now, that's rather a serious business, isn't it? To talk with a fellow on the train, and then when he gets ready to pass over, have him notify you that he is risking everything on your viewpoint—when you are quite unconscious of having discussed anything so serious with him.

Let us simply form the habit of being kind. Don't let the sordid grind of commerce, or the senseless rush and hurry of business, so distort your viewpoint of life, or so pervert your attitude toward human kind, that you become a callous, unthinking creature of commerce, quite incapable of manifesting the more tender sentiments and the maternal attributes which are supposed to be so characteristic of womankind.

It will come back to you. I remember just the other day a man came all the way from New York to have a little surgical operation performed. I had been kind to

that man many years ago, before he climbed up in the business world. He was in trouble once and I helped him. He had little or no money to pay me. He was grateful for my friendship and for my professional aid, and now he comes a thousand miles, after he has succeeded in the East, and when he left my office to go to the hospital he said, "Now remember, Doctor, you were good to me once when I didn't have money; now charge the limit, because I am able to pay." It will do you just as much good in the future, sometimes, to have someone declare dividends of gratitude to you and show appreciation for a kindness done them—I say, it will do you just as much good as to clip coupons from the bonds you have bought with your hard-earned shekels, and laid by against a rainy day.

V. SYSTEMATIC HABITS—ORGANIZATION

The business woman must be a creature of systematic habits. She must learn the value of organization. From your bedroom to your office, from the dressing table at your home to your desk down town, start in to perfect a system—a regular, efficient, time-saving way of doing things.

This is one of the things that men are wont to find fault with in the business woman, that she flutters about, makes a lot of noise, but that she is slow to get down to business; that she doesn't appreciate the value of organization.

You may have heard the story of the old stage driver who used to drive over a mountain route leading out of Denver, Colorado, before the days of the railroad. The coach was crowded one day and a small lad was sitting up on the seat with the driver, and he greatly enjoyed the skillful manner in which the driver could crack his whip to knock a pebble off a stone by the roadside or clip a leaf off an overhanging branch; how he could throw his whip out to flick a fly off the ear of one of the forward horses. So, as they were about to

pass under a tree from an overhanging branch of which a hornet's nest was suspended, the little fellow besought the old stage driver to flick the hornet's nest with his whip, whereupon the experienced and grizzled old driver replied, "No siree, son. It's all right to flick pebbles and leaves, flies and snakes, but don't touch that—they's organized." And this story but serves to illustrate the value and importance of system and organization in the modern business world.

1. **Promptness.** Be on time. Keep your appointments. Be punctual. Don't let the men crack jokes about you while they wait for you at business appointments or at the theater. Change this notion men have that it takes a woman all day to dress. I wonder how many of you could tell me how many minutes it does take you to dress. Of course, something would depend on which dress you were going to put on. I exhort you to become sensible and practical in these matters if you are going to compete with men in the business world. I don't want you to become mannish in your dress, nothing of the kind, but I do ask that you become practical in your ways, while at the same time you are entitled to be, in every sense, womanly.

2. **The Art of Adaptation.** Study the question of time and its adaptation to your work. Find out how long it takes you to do things and go to places, so that when you make an appointment—when you promise to be at a certain place at a certain time, you know it is physically possible to get there. When you start, allow yourself time to do things, so that you will not arrive at your destination out of breath and rushed to death. That is bad for your nerves and it is fatal to your business reputation to acquire the habit of always showing up late. Don't forget the slogan we talked of in the introduction. It is a good thing for the business woman to adopt the mottoes, first: Do It Now; and second: Be On Time.

3. **Stick-to-it-iveness.** When you go into a thing, stick. Don't be a quitter. Now that should not be taken

too literally. If you find you are on the wrong track, that you have made a bad decision and are strictly up against it, back out, climb down. Don't be foolhardy, but on the other hand, when you have every reason to believe that you have made the best possible decision, that your choice was the best one under the circumstances, then go through, stick, carry on.

And, as you organize your business, your methods of doing things; develop a practical working system, without in any way becoming a slave to it. Have a place for everything, and everything in its place, but don't make a fetish out of order, or a god out of system, or a religion out of method and organization.

I remember a few years ago a mother brought her son to me because he was so disorderly about the house. She thought there must be something wrong with his mind. I lit into the fellow and told him how he would turn out by and by if he didn't develop system and order. He took me seriously. He went home, put his bedroom into tip-top shape, and in a few weeks the mother telephoned to me in great distress, saying that the lad did nothing now from morning till night but go around keeping things in order, and asking me if I would please try to undo what I did to him. You see he went to the other extreme. You can build such an elaborate system and become such a crank on order and method that you waste all your time between your devotion to order and neatness at home and keeping your filing system up-to-date at the office. You have no time to make a living, or do anything else in the world.

4. **Common Sense in Business.** There are some things you can attend to only when you get to them, you can't have a system for everything. That was well shown by the case of the business woman in the East who came to die of pneumonia. She had climbed up from a stenographer to the position of treasurer of a large corporation. She was a thorough-going, systematic business woman. She was stricken down with pneumonia in the prime of life, and after the doctors had given her up,

saying she had but a few hours to live, her mother wanted the pastor of her church to come and offer comfort and consolation during these last hours. To the mother's suggestion, the daughter assented, and when the minister arrived she is reported to have said to him: "Now, I don't know just what you expect of me. I understand I am going to die soon. I may not die gracefully, you know I never have died before, but if you will let me know what is expected of me I will be very glad to comply. I am not in the least afraid to die, but it is a new experience to me." Rather interesting, isn't it, and I think rather typical of that high type of mind and that noble spirit which characterizes the real, womanly, American business woman, and I tell the story here to illustrate the fact that there are some things you cannot develop a system for. They belong to the exigencies and emergencies of life, and you have to meet them skillfully and artistically one by one as they cross your business path. There is a systematic way to live, but it would appear there is no systematic way of dying.

VI. WOMANLINESS—REFINEMENT

No business woman can afford to lose or compromise that innate refinement which belongs to every individual of her sex. The business woman who will make the highest success of her calling is one who will go out into the game to succeed as a woman. You don't have to be mannish in order to be a successful business woman. You can dress like a woman—yes, you even can carry a powder puff—(I hope you will have the good taste and good judgment to use it in the midst of a little privacy and not be mopping your face on every street corner or before the gaze of the multitude), but at any rate you are entitled to have one.

I want to speak to you as a man. We don't expect you to give up these little things that characterize your sex, any more than we would want to give up some of

the little peculiarities which you are accustomed to think upon as being masculine. In fact, I am bound to admit that the powder puff and the other sort of things that go along with it, make a lot of difference in the appearance of some of the women of the business world. But don't spread it on too thick, it makes you conspicuous, it gives you dead away. Be an artist at it. I see women every day that I think ought to go to the theater, or some other place where they teach the art of makeup, and learn how to put it on right.

You know a woman is sized up by her personal appearance, her dress, etc., even more than a man. A business man can wear trousers that bag at the knee, and can be awkward and angular, and get by better than a business woman who is unfortunately rigged up.

1. **Culture.** In your business battles, remember always you are a woman: be a lady. And, as I have intimated, it is perfectly proper for a woman to be a bit vain; that is natural to your sex, just as it is for a man to be egotistic. Of course you don't like us to be too egotistic, it is not graceful to get an exaggerated ego to the point of its being a swelled head, but you are indulgent of a small amount of egotism in the case of the man; and so we men, while we may be prone to make jokes about it, are indulgent of a very considerable amount of vanity in the gentler sex. We rather expect it, and I am not ashamed to say that we rather like it. We like to see you neat and careful about your dress and appearance, and it is not out of place for the business woman to cultivate all these things that make her attractive and interesting to the world in general and to men in particular.

Culture, education, attainment, all these things if properly utilized and judiciously employed are capable of promoting the success and enhancing the value of the business woman.

2. **Friendly Contact.** As business women, learn to make friendly contact with the business world, instead

of the flirtatious sort. The business woman has nothing to gain by stepping down from her dignified position of vantage to become vulgar or unduly familiar with the men of the business world.

I think this is well illustrated by a story which my wife told me the other day about one of her patients. This woman, a middle aged, matronly sort of soul, came into her office indignant, and on the verge of a nervous blow-up, because just that morning she had been "insulted, grossly insulted," by a prominent business man here in Chicago, and as my wife drew out the story this appeared to be the gist of it. She was around soliciting advertising for the program of some charity bazaar, or some sort of philanthropic project, and she was inclined to be ingratiating and coaxing, to coax the advertisements at liberal rates out of busy business men. In this particular case she admitted she was smiling rather profusely on her victim, and when there was a little delay in getting his name entered on the dotted line, she leaned forward and made some very personal remark about his being a good looking man, etc., etc., whereupon he reached forward, tickled her under the chin and said, "Oh, you kid!"

Now, this woman, I think, largely deserved what she got. She was sowing for it and should not have been surprised when the harvest came. She was not playing a fair game, and I tell the story here merely as an illustration of the fact that women cannot invade the business world with the idea of utilizing their sex charms, or of presuming upon the chivalry of men for the purpose of seeking favors or gaining success, without having this thing come back on them. You know "chickens will come home to roost," and the woman who makes a flirtatious contact with the commercial world is going to be repaid with an avalanche of insult. It is sure to come, you can't avert it.

Those natural, innate, womanly charms which are a part of your personality, and which are quite separate and distinct from your more specific charms and attri-

butes of sex, are yours to use, just as much as virility and manliness is the stock in trade of the business man. These winning and charming little ways of the female are legitimate stock in trade for the business woman, but, I repeat, learn to make friendly contact but not flirtatious contact.

3. **The Art of Making Friends.** You know friendliness is a sort of blend between sympathy and discretion. It is a wonderful thing in the business world, but the business woman, in indulging in this sort of thing, especially as concerns men, should remember the biblical injunction where it says something about being as "wise as serpents and as harmless as doves." Furthermore, remember if you have a business proposition you don't have to become too friendly or intimate with the business man to interest him in it. He will consider it on its merits.

Learn how to say good morning, how to greet people, how to approach them. Study the art of business conversation. Learn how to handle your prospects and, within discreet and proper limits, you can again follow the injunction of Paul, to be "all things to all men," and in another place I think it is the same authority who said, "When in Rome do as the Romans do." This is all good advice for business women if you take it in the proper spirit. You should study the temperament and character of the folks you are doing business with and seek to meet them on their own ground, and adapt your approach to their special peculiarities. And again I want to quote from the wise man who said, "They that would have friends must show themselves friendly."

4. **Sympathy.** Now, as business women, you need to learn to use sympathy with discretion. It is a dangerous thing for women to get too sympathetic. It's all right to be sympathetic with the women you are doing business with, but don't get over-sympathetic with the men. Above all things, I beg of you, don't get the notion of "mothering" them, unless you are ready to

retire from your business activities and you have decided forthwith in all haste to secure for yourself a home of your own over which you may preside.

Now understand, ladies, I am not objecting to a business woman finding her mate while she is engaged in the supposedly sordid activities of her commercial calling. Men marry their stenographers and private secretaries; it is not deemed improper for a man to find his mate as he is engaged in the commercial struggle, and I see nothing wrong about a business woman finding her Romeo in the same way, but that is the exception that only goes to prove the rule. You cannot afford to become a sort of Juliet to every man you meet just because some day one such man may be your prospective husband.

I am sure you understand me. I am talking now, not about the time when you may lose your heart to some good business man and in due time marry him, but about the every-day contact of the business woman with the business world.

5. The Mothering Instinct. You know it is hard for some women to get away from this maternal instinct. They simply want to mother all the little children they meet, and all the younger girls, and sometimes the older men. They don't mean the least harm by it, they are simply giving expression to their innermost nature—to their real heart's desire. But it is a dangerous thing—it should be controlled.

It is even dangerous to try to be a sister to some men, let alone to mother them. As a physician and as a man who has seen a good deal of this thing on all sides, let me admonish you to keep this mothering instinct dormant until you have a family, or adopt some orphan to raise. You go about showing that natural womanly dignity which all men are bound to respect—that is all real men. Of course there are human moral ghouls who go about preying upon any sort of woman who is willing to fall a victim to their crafty wiles; but real men respect good women.

6. **Womanly Dignity.** The red-blooded, clean-minded, chivalrous man unfailingly respects womanly dignity, and he will always give you fair consideration without your in any way being called upon to use your charms of sex for trading advantages.

As business women, play fair. Don't stoop to trade sex attraction in the business arena for commercial advantage. Be responsive without being familiar. Show appreciation, but show it without putting yourself under obligations to any man. Of course you must be human, but there is a safe and sane middle of the road policy that you can follow that will enable you to avoid the ditch of undue familiarity on the one hand, and that of unfeeling, prudish frigidity on the other.

There are a lot of men who are human and decent. They are normal and average. They are not sex hunters. Vice is a sport to some unfeeling, unthinking men, their souls are shriveled, their moral intellect dwarfed; they are sex monstrosities, they feel toward womankind as the great hunter does toward wild game. They hardly have a normal respect for their own mothers and sisters, and it is these social adventurers among the men of the world that the business woman should learn to shun.

7. **Appreciation** means that you must develop an interest in folks. Develop that side of your nature which is interested in human affairs; simple, old-fashioned kindness, that's all.

Do you appreciate the business which people give you? Are you truly appreciative of the cooperation of the folks that do business with you? Does it become merely a mechanical form that you go through? Is the human touch leaking out of your business life? Are you becoming a mere commercial machine?

Remember this, the salesmanship, the personnel, is the only thing in any business concern or business enterprise that can be indefinitely improved. There is a limit to the technical improvement of products, but there is no limit to the improvement of salesmanship—there is

no limit to the improvement of the quality of the men and women who do the business.

Remember that it is the duty of the one who is seeking business, to make the approach, to warm up, to make the contact with the buyer. Don't expect a buyer to make advances to the seller; it is the salesman's game to make that warm hearted, appreciative, winning contact with the buyer.

VII. EXPERIENCE—LIFE'S SAVINGS BANK

Experience is nothing more nor less than the trick of turning our accumulated memories into increased business ability and skill. Experience is the savings bank of life. Most successful business men and women, whatever their hereditary endowment and their educational acquirements, are usually found to be graduates from the University of Hard Knocks. The struggle is oftentimes intense, the difficulties may seem to be insurmountable, but determination, if it becomes your watchword, will usually enable you to reach every reasonable goal. Ambition will crown you with success if you are not attempting to attain the impossible.

1. **Learn to Give and Take.** In this connection, let me admonish you that you early learn to be a good loser. Learn how to take your current defeats good naturedly. You cannot always win. There are bound to be downs as well as ups in the struggle of life. Acquire a broad vision, a broad view of things in this world, and as you play the game of life remember that you are playing for double stakes, not only for success in the business world, as you travel on through this vale of tears, but you are also indirectly, perhaps even unconsciously, playing a still greater game. You are acquiring a character that may survive this sphere of mortal doom and be accounted worthy of an imperishable crown, which I think most of us believe awaits all who have done well their allotted tasks on earth and have proved faithful (sometimes even if not altogether successful) in the

long and intense struggle for better things in the economic, social, and spiritual circles of their day and generation.

Experience, too, is a thing that enables us to survive during times of stress and strain. The business world must, every now and then, pass through hard times, and during such times the law of survival becomes very cruel in its weeding out of inefficient business men and women—the “lame ducks.”

Now, business experience may be roughly divided into two classes; acquiring facts and learning people.

2. Acquiring Facts—A Growing Knowledge of Your Business. The more facts you know about your business the more competent you are apt to be. Experience enables you to develop and improve your *technique of approach*. You learn better how to meet people, how to get their confidence, how to present your proposition, how to overcome their objections, how to win their favor and approval.

Further, experience enables you to become a better advertiser. That is, you learn how better to trim your sales so as to travel with the swelling breeze. Experience helps you to know how to ride on the crest of a popular wave of opinion. The successful business woman must study and come to understand the laws of mob psychology, the behavior of public opinion. It is business experience that enables the men and women of affairs to make good guesses, fortunate prognostications of the future, which outside observers often term “a streak of good luck.”

3. The Art of Advertising. You know the successful business woman must understand the art of advertising. In season and out of season, you are everlastingly an advertiser. Some of the most successful business men have been such because they were the most successful advertisers. And let me exhort you women of the business world to study the tides of public opinion and the shifting winds of popularity and publicity, that you may be able to hitch your proposition on at the

right time when the tide is coming your way. I was much impressed with this sort of thing the other day, when Coue was in this country and everybody was talking about "Day by day in every way," etc., and coming out of Kansas City on the train I looked out of the car window and my eye caught this sign, neatly executed and nailed up over a gasoline filling station near the depot, in a small Missouri town:

Day by day in every way
Our service is better and better;
Our water is wetter and wetter;
Our oil is slicker and slicker;
Our gas fires quicker and quicker.

4. **Study the Other Fellow.** So, in this way, you see, shrewd men and women of business are able to draw dividends from other people's work—they are able to drink the water that someone else has pumped. They are able to get value on the time devoted by countless other energetic men and women of business to the formation of public opinion and the creation of a popular state of mind, and it is in no way unfair. You are not working a hardship or effecting an injustice to any other living soul. This sort of thing is merely the art of setting your sails to the favoring wind while you learn how to sleep and rest in a time of calm; how to use the performances of old Mother Nature on the one hand, and the fortuitous happenings of your fellow men on the other. It is merely a question of good judgment, discretion and sagacity.

Study the tide tables of commerce and business. Contemplate the mass movements in human psychology. Study your fellow men and the way they think, as individuals and as a nation. My wife once asked me for a good definition of education, and after thinking a moment I told her one that I never have been able to improve upon in my own mind. It was this: that man is well educated, who, each day he lives, gets one more man's viewpoint of life. Now, if you want to become

successful business women, try to find out how the other fellow looks at you and what he thinks about you.

Experience will also enable you to make a more *artistic presentation of your proposition*.

5. **Life—Learning People.** Now, in the second place, when we come to analyze human experience, we see that we are not only, as the years go by, able to acquire more facts, more knowledge about our proposition, but as the result of *living* we come to know people better, we understand human nature better, we learn how to *study folks*. We learn types of people and the best way to approach them and to deal with them successfully.

You must become well read, you must be a well posted business woman. Read the magazines, read the daily papers—at least the summary of the news. You must be familiar with a great many things and be able to discuss a great many people. Study the other fellow's game: that is, I mean, watch your competitor. Be intelligent on what he is doing and familiar with how he is doing it. Don't knock your competitor, merely study his methods; don't give him free advertising by knocking, simply study the technique of his game and learn how to use his thunder—if it is good.

6. **A Man's World.** And, now, ladies, I don't want to offend you, but I want to talk to you very frankly for a moment, and I want you to take it in all good grace, even though your speaker may happen to be a man. As things are organized and conducted at the present time this old world is, as I have heard my wife so often say, "a man's world." Man is the head of the family in this world; when a woman marries she gives up her name and takes his. I know of no particular biologic or ethical reason why this should be so, because, in some respects at least, man is no more fitted to be the head of the family than woman (in fact I have known many a case where the woman was far more fit to be the head) and I am not telling you anything new when I say that in many families the woman is the real head. But what I mean to get at is this: the busi-

ness world is conducted, managed and directed, largely by business men. The business world is fundamentally a man's world. The woman is, at the present time, playing the role of an invader. True, she is getting more or less of a welcome here and there, but she is not welcome all along the line yet and it is up to her to carry on this invasion in which she is engaged with wisdom and diplomacy. The woman is under present obligation to cultivate, in a special manner, the friendship of the business world she is entering. I am particularly anxious that you should learn to *succeed as a woman*, and to do it all in a gracious and womanly manner. I ask you to look especially for woman's opportunity in the business world. There are special openings and special opportunities that women can fill better than they can some others, and there are lines of business, and particular openings in various lines of business, that welcome women and which are more especially adapted to women. Therefore, make up your mind to go out into the business world of men, to succeed as a woman, and all the while to keep the respect of business men.

Now, ladies, I have finished the discussion of the personality of the business woman. It must be clear to you that to be successful she must have a good physique, a healthy body, a keen and active mind, that she must have a reasonably well balanced ductless gland system that endows her with at least a moderate amount of cleverness, and on top of this she must possess intelligent conviction, legitimate self-confidence, reasonable self-control, all the while being systematic in her habits, as well as an organizer. Furthermore, that she can succeed in business life, all the while retaining her womanliness, refinement and culture, and that these various traits and virtues, if backed up by experience, will form the basis for real business success. Remember that you can do much to improve six of these traits which are not altogether hereditary, and that even in the case of cleverness, which is largely hereditary, you can do much by experience to develop that trait. Use your woman's

intuition, but don't bank too much upon it. Learn to use good judgment, common sense, "horse sense."

And remember that every day you live you are acquiring more experience and that if you will learn properly to interpret and understand your experience, to profit by your mistakes, you will have learned one of the greatest of those lessons which are so essential to business success.

PART II

THE PILLARS OF HEALTH—BUSINESS ENERGY

IN our discussion of personality, we have been dealing with the psychologic, or mental, elements of business success; and now we come to the discussion of health—the physical elements of prosperity. The foundations of health consist in heredity, hygiene and sanitation. After all, heredity is the basis of both longevity and vitality, and you should remember that the ductless glands represent the channel by which heredity operates in influencing our health as well as our personality.

Important as is hygiene in matters of health, it is probably not, after all, such a powerful factor as inheritance. I don't want to seem to be attaching too much importance to heredity, but the more the science of biology is advanced, the more important we discover heredity to be. In emphasizing heredity, I don't mean to belittle environment, or the importance of education, or to detract from the value of personal hygiene.

Heredity and Environment. Heredity is not the only thing that must be considered when it comes to the matter of personal health and business success; nevertheless, and notwithstanding all the other influences concerned in health, your inheritance is the one big thing that largely determines your degree of physical well-being.

Hygiene is the art of living. It has to do with your personal habits. Sanitation represents the environment. We can do much to prevent disease by giving attention to water supply, milk supply, sewage disposal, and other problems of kindred nature. By this means we prevent many diseases, like typhoid fever, and it is our duty, especially that of my profession, to see that adequate laws are made and properly enforced to safeguard the health of the public.

It is a doctor's business to give you as long a life as possible. Our responsibility in this respect is emphasized by the story of the weary earth pilgrim who departed this life and on presenting himself at the pearly gates on high, was refused admittance to Paradise. Saint Peter told him that his name was not on the list of eligibles. But this was not pleasant news to our pilgrim, and he said to Saint Peter: "Why, Brother Peter, I certainly have been led to believe that I would go to Glory when I died, and I have tried to live the way they taught me, and I would hate very much to have to go to the other place. Won't you please look the list over again? There must be some mistake." So, the story goes, Saint Peter consented, and ere long appeared again on the celestial battlements, and with profuse apology bade the pilgrim enter in through the pearly gates, saying: "I beg your pardon, brother, your name is on the list, but it is away down on the list. Man, you're not due up here for thirty years yet. Who was your doctor?"

Now, you see, the men of my profession have a responsibility—not to keep you from going to Heaven when you die, but to keep you out of Heaven as long as possible. It is our business to keep you healthy and active, in the harness, doing your work acceptably to a good old age. That's the problem, and in order to do this, in addition to your heredity, we must teach you concerning personal hygiene and see that you live in the midst of a suitable sanitary environment.

Let us now turn our attention to the discussion of the seven pillars of health, or those habits of living that are conducive to the generation of the largest volume of physical vitality and business energy.

I. FRESH AIR AND SUNLIGHT

In our discussion of personality, we drew the plans and specifications for an ideal and efficient success engine; but this wonderful personality machine is quite

useless unless we have steam—health—energy with which to run it. So good health comes, after all, to be the one thing essential to normal commercial activity. It becomes the physical thing which is indispensable to the exhibition of pep—to the achievement of success.

A lot of people are committing suicide on the installment plan because they do not get enough fresh air and sunlight. We need sunlight in our workrooms and in our offices. It is the fountain of energy, it is a great germ destroyer. No known microbe can live for five minutes in a direct ray of sunlight. We want fresh air in our sleeping rooms, and we should frequently go on hikes, eating air and bathing in sunlight.

The study of biology leads us to believe that the average length of life of man should be about one hundred years; and some day, perhaps not in this generation, but some day, a coroner's inquest will be held to place the responsibility for death, every time an American citizen dies under fifty years of age.

1. **Man an Out-Door Animal.** Man was made to live in a garden. He is, by nature, an out-door animal. Many of the diseases that we suffer from, such as colds, pneumonia, "flu," tuberculosis, etc., are largely house diseases. Animals that live in the open do not have these disorders; and while we should do everything in our power to prevent these diseases, we should recognize that the chief thing in their prevention is fresh air and sunshine. Try to work in an office that is light, and get a bedroom that has sun in it some part of the day. Darkness and disease go together. Health and sunlight are companions.

2. **Natural Breathing.** You should learn how to breathe deeply—to use your diaphragm, not to breathe just on top of your lungs as if you had on a tight corset. Most of the modern corsets are constructed on lines that permit you to breathe properly, they do not lace you about the middle of the waist as the old-fashioned corsets did. A woman should breathe just like a man and

she will if properly clothed and if she has not formed wrong breathing habits.

Have your chest and abdomen both take part in the breathing exercise. I will illustrate to you, holding back my coat here, just how the front of the body should move out after the contour of a barrel, the greatest expansion being about the middle of the trunk while both chest and abdomen participate in the exercise. I well remember showing an Irish woman how to do this in the clinic one day. She watched me a while, when she exclaimed: "Oh, shure, Professor, I undershtand now, you want me to breathe just like a cow does, from shtem to shtern." And so I do. I want you to breathe just like a new born baby does and like any animal does.

But there is a lot of nonsense taught about this deep breathing. You can't just stand still and engage in deep breathing exercises and get more oxygen into your blood. Such exercises are good for the liver and for the circulation of the blood, and for the brain—they sweep out the cobwebs. But breathing exercises for the purpose of getting oxygen into the blood have to be taken along with vigorous physical exertion, so as to create a greater demand for air and oxygen.

It is also an excellent practice to learn to laugh heartily. If you see something that is really funny, don't indulge in just an aristocratic cackle, but cut loose and enjoy a real good, hearty laugh. It's good for the digestion, too, and it's good for the circulation and the blues.

3. **Blood Purifiers.** If you want a real good blood purifier, drink plenty of water and breathe fresh air. That will beat all the sarsaparilla and the other patent nostrums you can buy at the drug store. Do you remember when they used to give us sulphur and molasses in the spring? Well, the sulphur may have been a laxative and have done some good for a day or two. But that is not the way to purify blood. You purify your blood by drinking pure water and breathing fresh air, and that is all there is to it. The rest is all superstition.

Get out of doors with the coming of spring, play games, take walks, picnic, have fun, that is the way to purify your blood—of course, using common sense about not putting impure foods and drinks into your system. The outdoor life, the natural life, let that be your one great aim in all your efforts toward health culture.

4. **Ventilation and Humidity.** If you are going to be cooped up in an office all winter, make a study of ventilation; learn how to secure fresh air without chilling drafts. Learn where to sit and how to face, and otherwise how to adjust yourself to the ventilation problem of the office in which you have to spend so much time each day.

Remember, further, that one of the great mistakes we make is to overdress in an over heated office. If your office temperature is kept pretty high during the winter, dress about the same as you do in the summer, except perhaps to have the extremities a little more warmly clothed, and have suitable wraps to put on when you go out of doors.

Try to keep the temperature of your working rooms below 68°, 65° would be better, as a rule; but the question of humidity is of even more importance. The reason we have so many colds and respiratory troubles in the winter time is that we breathe air that is too dry. The humidity of a business office, in order to be ideal should range between 40 per cent. and 60 per cent., as shown on the wet and dry bulb thermometers designed for indicating relative humidity. You should remember that when it falls much below 40 the air becomes very irritating to the nose, throat and lungs; whereas, if the humidity goes much above 70 per cent., the atmosphere becomes sultry just as it does on a hot summer's day when the air is filled with moisture.

Humidity is secured either by turning live steam into the air, or evaporating pans of water on top of the radiators; or, in connection with furnace heat, by having large basins of water evaporating in the furnace.

II. FOODS AND DIGESTION

If sunlight and fresh air constitute the first pillar in the temple of health, foods and digestion may be regarded as the second and next most important pillar. Good digestion is a wonderful thing. You probably don't appreciate what a good stomach is unless you have once had trouble—suffered from dyspepsia.

They tell a story about John D. Rockefeller, a few years ago, when he was having stomach trouble. He strolled down across his estate one day about noon and found an Irish laborer sitting on a bridge, eating his noon-day lunch. This Irishman had some hard boiled eggs, bologna sausage, a pickle, a bit of cheese, and some rye bread, and when Rockefeller looked at the layout it gave him gastric shivers. Contemplating his own stomach troubles, he said to the Irishman: "Pat, I'd give anything in the world if I had a stomach like yours." Well, you know it's hard to get anything on an Irishman, so Pat quickly came back and said: "Ah, Mr. Rockefeller, ye've already got all the workin' man's money, and now ye want his digestion, too."

1. **Calories.** One of the first things I would like to impress upon business women is the fact that we put food into our systems to burn up for purposes of heat and energy, in just the same way that they shovel coal into a furnace. Every ounce of food we eat contains a varying number of heat units, or, as we commonly call them, calories.

You should know something about food values. For instance, the average woman needs in the neighborhood of two thousand calories a day in order to be properly supplied with heat and energy, and to hold her weight. Some of you need more, some less. Now, let me explain that an ordinary good thick slice of bread contains one hundred calories, and that a good, orthodox square of butter contains one hundred calories. A big orange contains almost one hundred calories, and a small steak contains one hundred calories. A glass of fairly rich

milk is just about one hundred calories. Now, you can get a simple food table of this sort, and in a short time you will become familiar with the number of calories contained in average servings of commonly used foods, so that you will know about what you are eating without having to watch your diet so closely as to get indigestion.

Remember this, there is no such thing as nerve food, brain food, etc. All good food is brain food. You cannot eat any special food to make up for mental laziness. There is no special diet you can feed your brain to make it work without going to the trouble of concentrating your mind.

If you are over weight, you have a great handicap in the business world. When it comes to diet, watch your step and see that you do not have to carry around too much excess baggage.

2. **Digestion.** The first essential to good digestion, outside of selecting proper food, is to masticate fairly well; but don't make a hobby of mastication like Brother Fletcher did. If you are sick, it may be well to learn to Fletcherize, but when you have an apple to eat chew it down. And by the way, eat it all, don't follow Fletcher's teaching to make a human cider mill out of your mouth, to chew the apple, swallow the juice and discard the pulp. Take it all, or, as the little fellow said to his playmate—"There ain't gonna be no core to this apple."

The American people suffer so terribly from constipation, due not only to shallow breathing, lack of exercise, and worry, but also to the fact that their diet is too highly concentrated. You need, especially you business women, to eat more roughage with your meals. You need, every time you eat a meal, to swallow a cellulose broom to sweep the meal out of the system. Don't worry about swallowing the apple seeds, you can't get appendicitis that way. I've taken out too many of them—and I've never seen a seed in one yet. If you could get appendicitis from swallowing seeds,

you would all have died before you were eight years old, from all the cherry pits and apple seeds you swallowed when you were kids.

Don't overlook the effect of the mind on digestion. You know the stomach, unfortunately, is on a party line telephone system very much like these farmer party lines, so that when the stomach bell rings you want always to ask—"Who's talking?" Nine times out of ten it's the appendix, the gall bladder, or more likely just your nervous system—stomach trouble in the head. A lot of so-called dyspepsia is purely nervous indigestion. The mind has a great influence on the stomach, and the keenness of your appetite determines the strength of your digestive juices—"appetite equals juice." If you are not hungry skip a meal, take a little exercise, and if your appetite doesn't come back, you must be really sick.

3. **Food Elements.** You should know something about the different food elements that go to make up your daily diet, such as proteins, starch, sugar, fats, salts and cellulose. Water in varying quantities is also found in all our food stuffs. The *protein* element is the part that builds muscle, the element that replaces the wear and tear to the body itself, and our common protein foods are lean meat, white of egg, cheese, and the nitrogenous or gluten element of bread and other cereals.

Proteins are essential foods, very essential to life, but when over-eaten they are mischief makers, they do not burn up into smoke and water like the starches, sugars and fats, but leave behind clinkers and cinders which can overtax the kidneys, and clog up the system. It is essential, therefore, that we do not over eat of these elements; it is in this connection that most business people make their greatest blunder; *they eat too much meat while they eat too little of the fruits and vegetables.*

No doubt you have heard about *vitamins*. They are substances found in foods, which, while not directly concerned in the nutritive value of the food, are highly important to health, in that they serve to prevent certain

diseases. Don't worry about buying vitamins at the drug store. If you think you need any just take some milk, or an orange, or any other raw food.

Oranges, tomatoes and milk contain practically all the known vitamins, and if you are living on a diet that has a good variety of foods in it you will be getting all the vitamins you need, and, if in the springtime, you think you are missing any, eat a yeast cake or two. But it is not necessary to take yeast regularly in order to get your vitamins. If you need them it is only necessary to eat a little to supply that need.

The *starches*, *sugars* and *fats* furnish you with heat and energy. They are the real coal for the furnace. The salts are necessary for the bones and for other chemical purposes in the body. The cellulose is the broom we eat to sweep the meal out. Cellulose gives bulk and prevents constipation. The bran of the wheat is typical cellulose. Many of our vegetables, like cabbage, are largely cellulose.

It is not necessary to pay much attention to food combinations. Most of you who have good digestion and chew your food fairly well will get along without dyspepsia. Those with sick stomachs will do well to consider combinations, but the question of food combinations is one largely imaginary when it comes to well stomachs.

4. **Mistakes Made at Meals.** Before leaving the subject of diet and digestion, it might be well to call attention to a number of common mistakes made by business women in connection with their diet. I may mention the following:

a. *The number of meals.* A great many business women who have a tendency toward obesity would do well to eat two meals a day instead of three. Remember that you need a certain number of calories each day to carry on the work of the body, to give you energy and to maintain your weight at a proper level. As a rule, it makes no difference to old Mother Nature whether you take this food in one meal, two, or three. Certain

nervous individuals will not do well on two meals a day, they will feel faint if they skip a meal; others with slowly emptying stomachs will do much better on two meals. I have found that about half of my patients do well on two meals a day and the other half do better on three meals.

b. *Over-eating.* The majority of you over-eat. Of course, some of you under-eat. I always hesitate to mention this in public, for fear some woman who is under-eating will take my warning too seriously, go home and start on a ten day's fast, while the rest of you fat folks will sit and laugh at my advice and profit little by it.

I think over-eating is sometimes encouraged by over-seasoning. We have cultivated an unfortunate artificial taste in this country. We want to have all our foods so highly seasoned; and you should remember that some of this seasoning is really injurious. It is bad, not only for the digestion, but it is hard on the liver. Vinegar, for instance, when taken in large quantities, is almost as hard on the liver as alcohol. Pepper and mustard are far from being harmless. In fact the whole question of flavoring, seasoning, and condiments can be summed up in this one statement: *Look out for foods that are hot when they are cold!*

c. *Soft foods.* We don't eat enough hard food to keep our teeth in good shape and to keep up the circulation in the gums so as to prevent pyorrhea. We eat too many soups and slops. You know if they feed a cow on distillery swill her teeth will drop out. We should eat more hard food.

d. *Eating between meals.* The majority of people, I think, do better, if they eat their regular two or three meals a day, and refrain from putting tid-bits in the stomach between meals. You can drink lemonade between meals; but ice cream soda, fruit, nuts, and chocolate creams—taken between meals, certainly are not good for the vast majority of you, and, sooner or later, you probably will have to pay the price if you indulge in this sort of thing.

e. *Fruits versus meat.* I have already suggested that we eat too much meat and too little fruit. If you don't like fruit, cultivate a taste for it. Eat something green with each meal—that is something raw, uncooked. At least get something raw once a day. In the winter time, if you can't get anything else, eat raw prunes. Perhaps it would be well to soak them before eating. I gave this advice in a lecture one time, to a woman's club, and shortly thereafter I got a letter from a lady, begging me, in the future when I advised people to eat raw prunes, to tell them to soak them first. I don't know what happened, though I imagine she had raw prunes for breakfast, a glass of water for dinner and a swell feeling for supper. *Remember it's the raw stuff that contains the vitamins.*

But, whatever you do, don't make a fad of dietetics. Don't make a religion of eating. Keep your mind off your stomach. No first class stomach will do good work if you spy on it. Buttermilk is a good food—better for grown folks than sweet milk, but don't make a fad of it. Don't expect to live a hundred years because you drink buttermilk.

III. CIRCULATION AND THE CLOTHING

The third pillar in the temple of health we can consider as the circulation of the blood and its associated problem of clothing. Did you ever stop to consider that the blood vessels in your body, through which the heart pumps your blood, if all placed end to end, would reach about a thousand miles—from here to New York City. That's the job your heart has on hand from the cradle to the grave, and that is why, when your arteries get hard from old age or disease, it makes it so hard on the heart to pump the blood through these hardened arteries; that is why your blood pressure goes up under such conditions.

1. **Cold Hands and Feet.** You know there is something wrong with the circulation when, all the year

around, you suffer from cold hands and feet. You should do your best to improve this condition. It is a handicap to have people recognize the fact, when they shake hands with you, that your hand is cold and clammy. It is unfortunate that many a warm-hearted person has this habitual cold hand with which he must greet his friends. I admit that you are not always able entirely to overcome it, but you can often do much to improve this condition.

The circulation of the blood is a nervous proposition, as well as a physical problem. Many of you folks who have cold feet and throbbing, aching heads, have them not only because of digestive troubles and errors in clothing, but also because your nervous system is out of tune. It is as much a question of mind as of body in many of these cases.

2. **Clothing—Fashion.** I think, on the whole, women are to be congratulated for the large number of common sense practices that have come into fashion in the past ten years, as regards their clothing. I think in some respects you have made more progress than we men have, who still wear our stiff collars and cling to other foolish habits of dress; whereas a dozen years ago we used to make fun of your wasp waists, trailing skirts, etc.

I do think that women make a mistake, sometimes, in not making a little more difference between summer and winter. Of course, if you have proper outdoor wraps, I admit there is little more reason for dressing warmer in winter than in summer.

When it comes to avoiding pneumonia, I think it is more important to have the lower extremities well clothed than to worry so much about low-necked dresses. You have plenty of blood vessels in the face, neck and chest region to keep you warm, but it is the ankles and the legs where the "plumbing" is more exposed to the chill of the weather, that should be better clothed. You know, ordinarily, you can't give a hen anthrax, it won't catch the disease, but if you let it stand in cold water

for a couple of hours and then inoculate it, it will take the disease.

There was an old Frenchman who wrote a book which was to be published after his death, and when they opened the voluminous manuscript after his funeral, they found all the pages blank but one, which contained this single sentence: "Keep the feet warm, the head cool, and the bowels open."

Woman's dress is a question of health on the one hand and utility on the other. Incidentally, the question of morals may be raised as regards the effect of woman's dress on the male part of the population. I am often asked, as a physician, what my opinion is as to the effect of the short dress, which has been in vogue in recent years, upon the morals of the country. I don't see any bad effects to be charged up to the short skirt. I think the young men who grow up during such fashions, perhaps will be possessed of less sex curiosity than those who grew up in a period of long skirt fashions. Perhaps from a moral standpoint we might object to the frequent and marked changes in the length of the skirt, such as having skirts below the ankle one year and up to the knees the next year, etc. That is the only objection that could be urged, that I see, from a moral standpoint.

But, you say, why should we be concerned about these things? We do have to be concerned about these things. We have to live with men in this world, and we have to take these things into account. A tragedy happened in the life of one of my patients not long ago. She likes to flirt. She likes to see how far she can go with a man and then laugh at his discomfiture. But the other day she went too far. She got into a taxicab with a man to go out to dinner in one of the suburbs, but this man had the driver fixed, and a loaded gun in his pocket, and this was the time our professional flirt met disaster. She is heart broken now, has lost all faith in men, and thinks she would rather die than live; but it is her own fault. Somewhere in the Good

Book there is a verse, and it's a true one, that says: "Be not deceived, God is not mocked; for whatsoever a man soweth that shall he also reap." And of course, believing in woman's rights, and equal rights for women, I think that is just as true of women as it is of men.

IV. WATER DRINKING AND BATHING

The fourth pillar of health we will put down as the use of water—internally and externally. The little cells that compose our body are, after all, marine animals; they all live and move and have their being under water, and the problem for us to solve is, shall they disport themselves in clean water, or in dirty and poisonous liquid? You know there are a lot of people who are scrupulously careful about keeping the outside of their bodies clean, but they are careless about the inside. They bathe externally but they are filthy internally. Of course, some folks don't bathe any too much. I have a friend who is fond of remarking that "Some people bathe, others use perfume."

We need about ten glasses of water a day in order to give our working machinery an internal bath. You can't be healthy unless you perspire, and you can't sweat unless you drink water abundantly.

1. **Substitutes for Water.** The American people have formed the habit of drinking anything and everything except water; at least a great majority of them take alcohol when they can get it, tea and coffee, mineral water, soft drinks, coca cola, bromo seltzer, and what not. Now I take it for granted that you know that alcohol is not a desirable drink, from a health standpoint. I don't know that many of you understand that tea and coffee are mild narcotics whose first effect seems to be that of a stimulant, that they are drugs, that we regard it as particularly unfortunate that women should become addicted to their excessive use, particularly tea. There is a condition that physicians

have come to recognize as "tea drinker's disorder," a condition of mild nervousness accompanied by marked tremors.

I doubt if there is one of you who would not be better off if you did not use tea and coffee regularly. If you were not addicted to these drugs, then, in a case of emergency, when you really needed a stimulant, strong coffee would serve admirably. As the years go by, you will have better health if you are not addicted to the use of these drugs.

Now, with reference to the soft drinks. On the whole, they are comparatively harmless—except coca cola, which is a caffeine drink—a sort of iced coffee, and bromo seltzer which is also in the nature of a drug. Certainly we have nothing to say against lemonade and simple carbonated drinks. In fact, the fruit drinks are healthful and wholly harmless. Likewise, with reference to cocoa and chocolate, we cannot put them in the same class with tea and coffee, as they contain but a small amount of the active principle which is comparable to caffeine. If you want a warm drink they are to be preferred to tea and coffee.

2. **Drinking with Meals.** I am frequently asked whether it is injurious to drink with meals. That all depends. There are three classes of people, when it comes to the question of drinking with meals; those with slow digestion, dilated stomachs, usually thirty-five or forty years of age—it would be better for these not to drink with their meals. The second class, usually younger people, with too much acid, rapid digestion, suffer from heart-burn, etc., they would be better off if they would sip water slowly throughout the meal. Their digestion often is improved by taking very cold water with meals.

Then there is the other, the third class, the majority of us, who have good, normal digestion. It doesn't make a bit of difference whether we drink with our meals or not, for the X-ray studies in recent years have shown us that in the case of the healthy stomach, the water

taken with meals does not mix up with the food and dilute the gastric juice, but it is dumped off to the other end of the stomach and quickly thrown out into the bowel, so that it in no way interferes with the process of digestion.

3. **Bathing.** Bathing is simply an antidote for the wearing of clothes. If our bodies were exposed to the air and sunlight we wouldn't need to bathe so much; but we wear clothes, resulting in the retention of the sweat, and this makes it necessary for us artificially to cleanse our skins. The majority of you will do well on a couple of good warm, cleansing, soapsuds baths a week. Some of you will enjoy taking tonic baths. I mean by that the morning cold sponge bath or the cold plunge in the tub. To those of you who are in good flesh, and have good circulation—who can take a cold bath in a warm room and not have cold chills chasing up and down your spine, or have a headache following—in such cases, the cold bath is an excellent tonic measure. But the majority do not have to punish yourselves this way—unless you are in need of moral discipline and do it as a mode of penance. Some of you with poor circulations would profit by taking cold baths for a year, as a remedial measure.

The neutral bath, a bath taken at about 98° F., just before you go to bed, is a wonderful nerve quieter. It is one of the best things in the world to promote sleep. This form of bath is also a wonderful remedy for general nervousness, and when taken for such purposes the bath must feel neither warm nor chilly—just neutral.

V. ELIMINATION OF POISONS

One scientist said the human body was a laboratory for the manufacture of poisons, and this is literally true. The activities of mind and body result in the production of many poisons, chemical substances which must promptly be eliminated if we are to enjoy good health and be efficient at our work. So we can very consist-

ently call the elimination of poisons the fifth pillar in our temple of health.

These poisons are eliminated in a number of ways, such as through the lungs, the skin, and by means of the kidneys and the bowels. So it becomes highly important that we know how to maintain the efficiency of the eliminative and sewage disposal systems of the body.

1. **The Lungs.** Many of the food elements we consume are so completely burned up in the body that the end products are only water and smoke—carbon dioxid. Now, this smoke, or carbonic acid gas, is thrown out through the lungs and is given up in exchange for the oxygen we breathe in from the atmosphere. Thus our breathing becomes one of the channels for the elimination of poisons, while of course it accomplishes other valuable things in behalf of our health, as already considered.

2. **The Kidneys.** The kidneys are probably our most important safety valve, as regards the escape of poisons from the system. You should know that the urine is, in many ways, just a sample of the blood, minus the blood cells. Urine is produced by the kidneys filtering the poisonous substances out of the blood. The filter tubing of the kidneys, if uncoiled, would reach about fifteen miles; and we wear out our kidneys—we destroy this tubular filter—when we constantly over eat, or saturate our systems with poison, as in the case of the excessive use of alcohol, tobacco, tea, coffee, etc. When we wear the kidneys out, we have a condition called Bright's disease, often accompanied also by high blood pressure.

3. **The Skin.** You know the Good Book says that man should "earn his bread by the sweat of his face," but we have got it into our heads that we should make a living without sweating. Now, you need a good sweat once or twice a week at least. Stop for a moment, and consider how important the skin is as a poison eliminator. In the first place, let me remind you that while

you only have about seventeen square feet of skin, you have thirty-two thousand square feet of sweat gland openings on your skin. How can that be possible? This is the explanation. If you look at your skin with a magnifying glass, you will find it is not the smooth and beautiful thing that you fool yourself into believing it to be, it looks like a mountain range, all covered with little elevations, and many of these sweat glands open on the sides of these elevations, so that it makes it possible to have the enormous area of thirty-two thousand square feet of sweat glands on seventeen square feet of skin.

On some parts of the body there are twenty-five hundred little sweat pores to the square inch, and the sweat tubes in our skin, if laid end to end, would make a sewer ten miles long.

It has been estimated that there are two million five hundred thousand sweat glands in the skin of the average human being, and the total area of the openings of all these sweat glands, these little sewers of the human system, aggregates eleven thousand square feet. See what happens, then, when you fail to get your regular cleansing bath. See what an enormous sewerage disposal system you are allowing to clog up. Just as long as we wear clothes and interfere with the natural order of skin elimination, we will have to take hot baths as an antidote.

4. The Bowels. When we come to the study of the bowels as a poison eliminator, we are dealing with what might be compared to the ash box of a furnace. If you are going to shovel coal into a furnace two or three times a day, you ought to shake down the ash box two or three times a day—that is if you want the fires to burn brightly.

Ideally, if you eat three times a day, you should have three bowel movements a day, but we know, in the case of you business folks, that you will not take the time for three evacuations daily; and so we doctors advise you to have two, one in the morning and one in the evening.

A little habit training will soon enable you to enjoy this luxury; because it is a luxury to keep the blood free from these poisons. For if you allow these poisonous substances to remain over time in the bowel, many times they will be reabsorbed into the blood, to give you headaches and other feelings of depression and lassitude. Of course, I know some of you have these headaches because you are nervous. Not all headaches are due to auto-intoxication disturbances.

Some of you have formed the habit of ignoring the call of Nature, and you are like the fellow who has an alarm clock going off at six o'clock in the morning. If he smothers it with a pillow a few times and goes back to sleep, it will be but a short time till he won't hear it when it does ring. So it is with the delicate, nervous calls of Nature. When you have the call to evacuate the bowel and ignore it, it soon passes, and ere long you lose the ability to hear or recognize it, and that is one of the ways by which the tendency to chronic constipation is formed.

Now, you can train yourself in a very few weeks to have two regular movements a day and thus add greatly to your health and efficiency. Sometimes the bowels will move immediately upon arising, before breakfast, but in many cases they move better about half to three-quarters of an hour after meals.

Auto-intoxication is the name we apply to the disorder that results from tardy bowel elimination, from chronic constipation, when these poisons are reabsorbed into the blood, to produce dark brown circles under the eyes, a dark brown taste in the mouth in the morning, and a general, all-around, good-for-nothing, rotten feeling.

If you want to succeed in business, fight constipation. Eat plenty of fruits and vegetables, and eat bran three times a day—if necessary. Walk, use your muscles. If you have no housework, or washing that will bend the trunk muscles, take setting up, or some other form of exercises.

Whatever you do, don't fall into the cathartic or the enema habit. If you have to take something to encourage the bowel action, take mineral oil, that is harmless. Enemas may be all right when you are coming down with a cold, or in some emergency, but don't form the habit of using an enema to empty the bowel. Cathartics and enemas are both bad habits. It will help you, when you first get up in the morning to drink a glass of cold water, and oftentimes you can help yourselves at stool by using a foot stool or low bench of some kind to elevate the feet, thus bringing yourself into old Mother Nature's squatting position.

Be regular about the time you go to stool, that is essential to good bowel elimination. And remember the list of foods that are laxative such as apples, oranges, prunes, figs, and don't forget the bran.

And last, but not least, shun the grouch. Cheerfulness is an aid to elimination. "Blues" favor constipation. A cheerful, happy frame of mind is a help in keeping up the nerve tone of the bowels, as well as all the other internal organs.

VI. EXERCISE

The sixth pillar in the temple of health is exercise, and we could truthfully say mental exercise as well as physical, for the mind must be used as well as the body in order to enjoy good health, and this is particularly true in the case of the business woman. You must have an active mind in a healthy body. You read a good deal in the advertising pages of the magazines these days about different systems and sets of exercises. No one is better than the other. All you need to do is to swing yourself around a little, bend your knees, and jump up and down, or roll around on the floor. Of course there is system in some of these exercises so that you use different sets of muscles—get exercises for arms, legs and trunk; what I mean is, don't think there is some royal road to health through physical culture. A lot

of it is just a fad. A lot of these physical culture hounds have big muscles because they inherited them, just like some others have big feet and big heads. They just naturally have big muscles, and they don't have to work in a gymnasium to keep them that way.

The self-resistive exercise, whereby your muscles resist each other, is an excellent exercise for a woman to take in her bedroom, when disrobed down to her underclothing, in the evening before retiring and again in the morning before dressing.

1. **Walking.** Undoubtedly walking is the best form of exercise for both men and women. Of course, in the case of women, you should put on sensible shoes before you walk. The shoes most of you wear are not fit to walk in. You want a shoe with a common sense last, not a pointed toe affair, but one that toes in a little, for you know, if we are normal and natural, we all are a bit pigeon toed. We men used to poke fun at the women for their high-heeled shoes and their tight corsets. Now, the wasp waist has gone, but the high heel is still with us. You have not made so much progress in reforming your footwear as you have some other things about your wearing apparel. Women still persist in trying to get a number six foot into a number three shoe. I don't know why you should be so afraid to get a little bit of yourself spread out on the ground, unless it is the fear of contracting consumption.

Learn how to walk comfortably. It is not necessary to stand up stiff like a poker when walking for exercise. They have even quit that in the army. You don't have to be on dress parade. You can swing along at a good gait. It is also well to know how to sit and stand—to know proper posture. It is well to know how to sit in a chair without slumping, and thereby bringing about a weakness of the abdominal muscles. If you are going to lie down, lie down—you don't always have to sit lying down.

2. **Man a Working Machine.** The study of human anatomy shows that men and women were built for work-

ing machines. They are really not made to sit down, they were made either to lie down and rest or stand up and work. And in this connection you should be reminded that one reason why people have to engage in so much physical exercise, or other form of work, in order to be healthy, is the fact that they eat so much. I had some medical friends ask me recently how I did so much work and had such good health, when I didn't take any more exercise than I do—for I only take a small amount of exercise. I told them it was because I did not eat so much as they did. I said to my friends: "If I ate as much as you do every day, in three square meals, I'd have to exercise more than you do to keep healthy." I only eat a little bite in the morning and one square meal in the evening, and I don't have to take so much daily exercise to work it off.

But we need a little daily exercise and a good walk once a week or so, in addition to this moderate daily activity.

If you are going to do brain work, just be a business woman and take the exercise your work demands, then look out for gluttony. A lot of people sit down at the table three times a day and stuff food into their stomachs until the pain at the equator is greater than the pleasure at the north pole.

It goes without saying that some agreeable form of exercise is better for your health than some physical drudgery. If your heart is in what you are doing you get more good out of it, the blood will circulate more freely and, on the whole, it will benefit you more. Try to find some physical fad that you can enjoy, because you will get better returns on a given amount of work.

VII. REST AND SLEEP

Sleep has been called "Nature's sweet restorer." Theoretically, we are supposed to be able to get along without it, as science teaches us that rest is the only thing we really need; but sleep seems to give the soul a

chance to play, in its dream life. The subconscious mind gets its recreation while we are unconscious in slumber.

The theories as to the cause of sleep are many. It is supposed that our nerve cells wear out and let go their "hand holds" and thus the contact is broken in the brain, so that nerve currents are stopped in their circuit. Others think that poisons accumulate in the blood sufficiently during the day to anesthetize the brain and put us to sleep at night. And so the theories go on, one after another. The important thing for you, as a business woman, to know, is that sleep and rest are essential to the recuperation of bodily strength and the restoration of mental power. Practically considered, if we don't get our sleep we are not fit for work the next day.

1. **Antidote for Work.** Now, I want to make it clear to you that sleep is an antidote for work, but not for worry. You work all day, sleep all night, and get up rested; you worry all day, sleep all night, and get up tired. I want you to learn one thing, and that is to *live on your victuals and not on your vitals*. You buy your food and eat it and that is what you should live on—not your nerves.

If you want to be bright, snappy and efficient in business, you must have regular periods of sleep and rest. You will not succeed if you are going to sit up till after twelve o'clock every night attending shows and after theatre parties. Sooner or later, such a life is going to break down your nervous reserve and you are going to fall down and fail at your game.

2. **Dreams.** You all have dreams every night, and you dream all night long, but when you sleep soundly, you don't know it. That is the only difference between the nights you think you dream and the nights you think you do not dream. But when you are dreaming your mind is taking a vacation. Your dream life is your subconscious play life.

Dreams are of no importance unless you dream too much about your work. That means you need a vacation. Sometimes you dream of being smothered, be-

cause you don't have proper ventilation in the sleeping room. Don't be afraid of "night air"; that's the only kind of air there is after sundown.

Don't worry about the peculiar dreams you have at night that may be directly or indirectly of a sex nature—those dreams that are accompanied by thrills. They are perfectly normal and natural, particularly for unmarried women, and don't chide yourself the next day because you have been the victim of this sort of moral nightmare. On the whole, it should be rather welcomed as a sort of psychologic safety valve.

Don't worry about dreams coming true. Don't be superstitious about dreams. Don't be foolish enough to consult a dream book, a clairvoyant, a witch, or a wizard, to find out what your dreams mean. Go about your business. Let nature take her course.

3. The Sleeping Room. If you cannot work out of doors, you can, to all intents and purposes, sleep out of doors. The old fashioned spare bedroom has departed, with its damp and musty odor. You spend about one-third of your life in bed, almost as much as you spend at work; for if our lives are well divided we spend about one-third at work, one-third at play—including eating and recreation, and one-third at rest. So, if you cannot work out of doors, you can, perforce, sleep out of doors.

I don't mean that any of you frail creatures should try to sleep out on a sleeping porch all winter and freeze to death trying to woo health. Don't be an extremist; keep in the middle of the road; use common sense.

You know, it is while you are asleep at night that the nerve centers recuperate their energy granules; actual little sand-like particles of matter that can be seen under the microscope. You use these up during the day and while you sleep at night they are restored. They are the things that give you pep for the next day's work.

4. Regular Vacations. Remember this, you cannot afford to do without vacations; and if you are of a nervous tendency, or over thirty years old, they are in-

dispensable. Have a vacation once a year. Those of you who are not strong physically, or are weak nervously, take a vacation twice a year. Get away from your work. Do something entirely different from what you have been doing. It is the change you need, not just rest, though you may need rest if you are physically worn out. But it is usually some sort of nervous fatigue that we are looking for relief from, rather than physical tiredness.

One thing I want to warn you about, and that is doing too much work in the evening, after your day's work. I never hear Dr. Lena Sadler talk to business women but she warns them against doing a man's work all day and then going home at night and doing a woman's work. I suppose you really enjoy some of the things you do, fooling around the house, or your rooms; but I think many professional and business women I have had under my care, have broken themselves down because they have gone to the office early in the morning and done a full day's work, just like their male business associates; and then at night when the men played or rested they plunged into housecleaning, sewing, mending, or, if they had nothing else to do, perhaps they washed their hair.

This is where the married business woman makes a great mistake. She perhaps works all day with her husband, he comes home at night and rests and she goes to work. Now, ladies, that won't do. If you are going to do a man's work all day, you must enjoy a man's rest and play in the evening.

PART III

THE BAROMETERS OF PEP—BUSINESS INDICATORS

EVERY well-built machine that is made to run at high pressure is always provided with some sort of a pressure gauge, some sort of an indicator, that will let the engineer know how the mechanism is performing; and so, following our study of the seven personality traits which are so essential to business success, and our discussion of the seven pillars of the temple of health which are so necessary to business pep; it becomes us next to consider the seven *business indicators*, the commercial barometers which enable us to know how our business engine is performing, and whether or not our pressure is above safety limits or below the levels of business efficiency.

I want to tell you how, through your own observation and with a little cooperation on the part of your doctor, you can know whether you are wrecking your engine on the one hand, as the result of high pressure; or whether you are overly conservative and failing to fire up your boilers to a point of real business efficiency. And you will be surprised how simple most of these tests or observations are and how easy it will be for you to become thoroughly intelligent as to the way in which you are managing your business mechanism of mind and body.

I. ANEMIA—IRON IN THE BLOOD

Your blood contains two kinds of cells, the white and the red. The white cells we shall study presently; the red cells concern us more especially at this time. They are the oxygen carriers and the smoke removers. The red cells not only carry oxygen to the tissues, but they carry the carbonic acid gas back to the lungs for exhalation.

tion. These little red cells are enabled to enact this double role by means of a peculiar chemical substance which they contain, consisting largely of iron, and from which they derive their red color.

1. **Iron in the Blood.** If we prick the lobe of the ear with a needle and take a drop of your blood on a sheet of white paper, allow it to dry for a moment, and then compare it with a graded system of colors, we can estimate the percentage of iron present in the blood. If it stacks up with the general average, we call it 100 per cent., or if it is a little below, we say 95 per cent. In the case of most sedentary people over thirty years of age, we often find it down as low as 90 per cent.

When your iron (hemoglobin) is below 80 per cent., the situation is becoming serious; and if it is as low as 75 per cent. we say you have some form of *anemia*; you are really a sick woman. You readily can see, since your iron is the oxygen carrier of the body, that your fires of life will burn brightly only when the oxygen carrying power of the blood is not impaired. You cannot get a bright flame without oxygen, and you cannot have vivacity of personality and feel overrunning with pep when the iron in your blood is below par and the furnace of life is thereby deprived of a normal supply of oxygen.

If you are short on iron (hemoglobin), you cannot expect to feel well. If your iron is below par your pep will be below par. You will feel more or less "all in"—as if you had a serious attack of spring fever.

2. **Iron Foods.** If you are below par in iron, what are you going to do about it? Well, there are a number of ways you can get at it. You know when folks have had a hemorrhage and are very sick with anemia, we take them to a hospital and do a blood transfusion. We find someone who has blood belonging to their group, and we draw one or two pints out of a vein and inject it into our sick patient. But in other less serious cases we take some form of vegetable iron, put it into a hypodermic syringe and inject it into the muscles. In other cases we give ordinary mineral iron in the form

of Blaud's pills, which are sometimes quite hard on the digestion, and constitute an uncertain, unreliable way of getting iron through the digestive system. If we have to get iron artificially, it is best to have it injected into the muscle with a hypodermic needle.

These different methods of getting iron, valuable as they are in special cases, do not represent the way you business women are going to get it as a rule, unless you are on the border line of anemia. You are going to *eat your iron*—you are going to eat foods rich in iron. You will get your iron at the grocery store and the fruit store, not at the drug store.

Many of our common foods contain more or less iron, but I want to give you a list of the foods that are especially rich in iron. For instance, dates and raisins contain as much iron as beefsteak. But let me give you now, the list of foods rich in iron, naming them in the order of greatest iron content: spinach, especially fresh, green spinach; then yolk of eggs, asparagus, oranges, tomatoes, apples and milk.

Remember, you are not going to feel well if your iron is much below 90 per cent., and the best and surest way of getting it up, if it is below normal, is to eat an abundance of these foods which are rich in iron. See to it that every day, and still better every meal, you get some one of these foods which contain a large amount of iron. And remember this solemn scientific fact: no iron no pep; less iron less pep; more iron more pep.

But don't allow some advertising genius to lead you to the drug store to buy your iron in a bottle. Don't waste your money on patent medicines. If, for any reason, you are forced to take your iron in drug store form, temporarily, then buy the simple and reliable Blaud's pills, but don't take Blaud's pills or any other kind of pills unless a first class doctor has prescribed them for you. Don't drug yourself. Remember the saying we doctors have among ourselves, viz., that a man is always sure to have a fool for a doctor when he prescribes for himself.

II. ACIDEMIA—ACID IN THE URINE

I have already intimated that the urine, chemically speaking, is a sample of the blood. And I have suggested that one of the theories of sleep maintains that we become unconscious because too many acid poisons accumulate in the blood as the result of the day's mental and physical activities. Of one thing we are sure, if acid accumulates in the blood to that extent that we doctors call the condition *acidemia*, we can be sure you are sick; you are going to be drowsy, fatigued and in every way unfit to go out into the business world and carve out a successful career.

Too much acid in the blood is going to make your brain feel as if it were full of cobwebs, and we find this out by testing the amount of acid present in a freshly voided specimen of urine. Remember, the body is a poison factory, and most of the poisons which it produces are *acid poisons*.

Now, without bothering with technical details, let me explain that we have certain simple tests which we can make in the laboratory, to determine the amount of acid present in the urine, and the test which is usually made yields results which we interpret in terms of degrees. That is, we say that the normal, average urine when we test it shows thirty degrees of acidity, and we take that as a standard—as an average for comparison.

Some individuals who eat little or no meat may have an acidity test around 15° or 20° , or even as low as 10° . Others who over eat and under eliminate, who eat a large amount of meat, and who suffer from chronic constipation, sometimes show a test of 50° , 75° , or 100° of acidity.

It will help you, then, if you come to look upon the body as an acid factory, and the urine as a sample showing, at any time, exactly the degree of acid present in the blood stream.

1. **Acid Toxins.** Every bit of thinking on the part of the brain cells and every contraction on the part of a muscle cell, produces acid in the body. The whole

process of nutrition is accompanied with acid production. But in addition to this we have still other explanations for the presence of acids in the body, and these various sorts of acids may be classified as follows:

a. *Metabolic acids.* These are the acid poisons we have just been discussing, those which originate as the result of the activities of the cells in the body.

b. *Food acids.* It is a fact that certain foods, when burned up in the body are going to yield more acids as compared with other foods. All food assimilated is burned up in the body, turned into ashes, thus liberating its heat and energy, and these food ashes, or waste products may be either alkaline or acid. Some foods are acid, some alkaline, and others, like sugar and fat, are neutral, being so completely burned up as to leave practically no ash behind.

c. *Acid auto-toxins.* These represent the acid substances reabsorbed into the blood as a result of chronic constipation—tardy bowel elimination. Such substances as *indican*, which is sometimes found in the urine and which should not normally be present, are representative of this class of poisons. This substance should be eliminated by the bowel, and can be taken as a type of those substances which sometimes flood our blood, and as the result of which we are said to be suffering from *auto-intoxication*.

d. *Poisons.* It is possible to introduce into the blood many poisons of an acid nature, and this we do when we habitually use tea, coffee, tobacco, alcohol, and numerous drugs such as aspirin. Practically all of these substances, when they are burned up in the body, leave behind a very strong and harmful acid ash.

e. *Microbic toxins.* Practically all of the commonly recognized disease germs produce acid toxins, whether you have a bad cold or the "flu," an abscessed tooth, chronic tonsilitis, or chronic appendicitis; the poisons which are continuously finding their way into the blood are acid in nature. Almost all of the simple diseases accompanied by fever produce acid toxins.

This story becomes interesting when you remember that an over-accumulation of acid in the blood stream, from whatever cause, tends to rob you of your pep. You feel worn out, tired out, "all in," just as though you were getting over a hard sick spell.

If you are going to do this thing scientifically, you ought to have the urine tested every day or two until you have made three or four tests, and thus be able to strike an average, because as you would naturally infer, the acidity of the urine will vary from day to day as you make variations in your diet, exercise, etc.

Perhaps I ought to tell you, in this connection, that it is not the famous uric acid in the blood that makes this trouble, that gives you the tired feeling in the head—the dull feeling in the morning. Uric acid is really a rather harmless substance—merely an indicator of the presence of the more harmful acids which are the real mischief makers.

2. Acid and Alkaline Foods. From what I have said about the sources of acidity in the blood, you have probably gathered the idea that our acidity can be increased or decreased by the foods we eat; and you are quite right, for the diet is the chief thing, after all, which determines our degree of acidity.

I am very anxious that you should get this straightened out in your minds, for I not infrequently have patients come to me and tell me how they have quit eating grapefruit, oranges, and other acid fruits because their doctor has told them they had too much acid in the blood. You no doubt will be surprised when I tell you that all the acid fruits, except plums and cranberries, are the best alkaline producing foods in the world.

In other words, if the doctor tells you that you have too much acid in your blood, then you should go in for grapefruit, lemons and oranges, for that will be the quickest way to reduce your acidity. Without going into the details of chemistry, I will explain this apparent anomaly by saying that in the process of digestion, the acids of all the fruits, with the exception of the two men-

tioned, are converted into alkaline salts which tend to neutralize the acidity of the blood, and thereby increase its "alkali reserve." In this connection we will present, in parallel columns, an arrangement and classification of all our common food stuffs, so that you can see at a glance just which foods, when burned up in the system, will produce acid ashes and which will produce alkaline ashes.

Now let us take a square look at this "deadly parallel," these important food facts which have so much to do with health and disease; with fatigue and lethargy on the one hand, and with vim and pep on the other. We will put on the left side all the foods which are acid in nature—that is, those which, when burned up in the body, yield an acid ash; and on the right we will put those which are alkaline; and as you study this food table you will be surprised to see how the majority of you are habitually over-eating the acid foods.

FOODS WHICH TEND TO ACIDIFY THE BLOOD

1. *Animal Foods*: All forms of flesh foods, fish, fowl, etc., including all kinds of meat soups, meat broths, beef tea, bouillon, etc.

2. *Eggs*.

3. *Breadstuffs*: All kinds of breads, whether made of wheat, rye, or corn; crackers, toast, griddle cakes, etc.

4. *Pastries*: All sorts of pies and cakes (except fruit pies, and other desserts containing milk or sour fruits).

5. *Cereals*: Rice, oatmeal, and breakfast foods of all kinds, including the flaked and toasted breakfast foods.

6. *Miscellaneous*: Peanuts, plums, prunes and cranberries. (Plums and cranberries come under this heading because of their benzoic acid, which the body cannot fully oxidize.)

FOODS WHICH TEND TO ALKALINIZE THE BLOOD

1. *Dairy Products*: Milk, ice cream, cottage cheese, cheese, buttermilk, etc.

2. *Soups*: All forms of vegetable and fruit soups and broths.

3. *Fruit Juices*: All the fresh fruit juices, except plum.

4. *Fresh Fruits*: All fresh fruits—sweet and sour—(except plums and cranberries).

5. *Dried Fruits*: All dried fruits (except prunes)—especially figs.

6. *Vegetables*: All kinds—especially beets, carrots, celery, and lettuce.

7. *The Legumes*: Beans, peas, and lentils.

8. *Nuts*: All the nuts belong in this column—including almonds and chestnuts.

9. *Miscellaneous*: Potatoes and bananas.

3. **The Efficiency Diet.** Now, I think you are prepared to reform your dietetic practices in harmony with these facts, and you will begin, as the months go by, to get rid of some of your bothersome fatigue and to enjoy an habitual and higher degree of that feeling of fulsome well-being.

Again let me emphasize that when you take large amounts of tea and coffee with your meals (and also in the case of those women who have fallen victims to cigaret smoking), as well as when you drink a cocktail or take a headache powder, you are putting almost pure acid products directly into the system, to be added to those which you naturally make on your own hook.

You will notice that in our parallel classification of foods, nothing was said about butter and sugar. That is because these substances are quite completely burned up in the system. They are converted into the simple products of smoke and water; there are no ashes left behind and so they are, in this sense, neutral, and therefore we do not have to take them into account.

Further let me make it plain to you that I don't mean to say anything against those foods which are acid ash producers. They are all good foods. We even have bread in that column, and bread we commonly regard as the staff of life. But let me warn you against eating too much bread. Many of you sedentary business women, whose work is mainly brain work, would do better if you ate less bread and more baked potatoes, for potatoes belong to the alkaline ash producers.

All of these acid foods are good if you don't overeat of them. I don't want you to quit eating them, I merely want you to eat *less* of them and *more* of the alkaline foods.

I am sure you will be able to see the value of keeping your iron up to 95 or 100 per cent., and of keeping the acidity of your urine down to normal (twenty or thirty degrees.) In this way you will come to possess a blood stream that will bring joy and gladness to the untold mil-

lions and billions of tiny little cells which constitute the bodily commonwealth.

These little beings—the protoplasmic cells—when they are thus bathed with nourishing, non-irritating blood, begin to feel like the proverbial million dollars, and so you begin to feel as if you were surcharged with pep—you yourself begin to feel like a million dollars. But when these untold billions of living cells are irritated, poisoned and smothered, when they are sick, doped, and suffocated by over acidity of the blood stream, how in the name of common sense can you expect to feel well? Under such circumstances, you are bound yourself, in your own consciousness, to feel dopey, sick and suffocated.

III. BLOOD PRESSURE—THE GAUGE OF POWER

Every steam engine is provided with gauges and safety valves for the indication and regulation of internal pressure. Now, blood pressure has a lot to do, not only with health, but with your feeling of well-being. I take it for granted that the subject of blood pressure is too well understood to need much description as to the methods of taking it, etc. Let me merely remind you that blood pressure is, after all, in a measure, a gauge of business energy; it is the indicator of intensity that tells a whole lot about your stock of pep.

1. **What Is Blood Pressure?** I have already told you that you have about a thousand miles of blood vessels. Connected with these is the human heart—a pump that beats incessantly, from the cradle to the grave. You women who are around twenty or twenty-five years of age should have a blood pressure of about 120 millimeters of mercury, and so we say that the average or normal blood pressure for adults is about 120. You can easily vary ten points either way and yet be wholly normal—or even fifteen points. As you get older, your blood pressure goes up one point for every two years increase

in age, so that if your pressure is 120 when you are twenty it should be 135 when you are fifty—that would be considered normal blood pressure for that age.

Now, a lot of things can influence blood pressure, and I can only briefly touch upon some of them; but what I want to call your attention to now is that you feel just grand—like a million dollars—when your blood pressure is high, provided it does not go too high; and that you feel thoroughly “rotten,” and as limp as a dishrag when your blood pressure falls very far below normal.

At my age I am very proud of a low blood pressure—it only runs around 115—but I would not be proud of it if I did not know that my heart was sound, on the one hand, and that I feel full of pep all the time, on the other; for ordinarily one would not feel as peppy as I do with a pressure as low as I have. I must belong to one of those families that run a low blood pressure, for I am beginning to find out that this tendency to either high or low blood pressure runs in certain families. I have such a great margin of safety as I grow older. I can work hard and live easy and know that at least I am in no immediate danger from any of those high-pressure diseases such as apoplexy, heart failure, etc.; and you know that heart failure is the greatest cause of death in America at the present time. Now we are not proud of a low pressure that follows a long period of high pressure; we call such a condition “secondary low pressure,” and it means that the heart has begun to fizzle out. It means trouble.

2. Low Blood Pressure. Let us first dispose of the matter of low blood pressure. Low blood pressure is found in many conditions, but the one that I particularly want to talk about is *nervous exhaustion*—brain fag. These folks with tired-out nerves get out of bed in the morning, even after they have had a fairly good night's rest, and actually have to force themselves to dress. The longer they sleep the worse they feel. They are not good for anything until nine or ten o'clock in the morning. By the time they are ready to get started it is time for lunch. Then they loaf around for an hour or two trying

to get up enough steam to do something; about the middle of the afternoon their batteries pick up enough to let them get into action, but just about the time they are steamed up and ready for business the stores begin to close, the offices shut up, and the day's work is over. They feel full of pep after dinner, but the day's business is over. They are feeling fine as the evening draws on, but they have nothing to do except play bridge or go to the theatre. That is the tragedy of low pressure.

What are we going to do about it? We must treat the nervous system. We must overcome worry, fear, and other sorts of nervous foolishness. These neurotic folks must learn to get right out of bed in the morning and go to work regardless of feelings. These are the folks who need to live by an alarm clock. Steam up. If your doctor tells you there is nothing wrong with you, don't let your nerves tyrannize over you. Get out and whip yourself into line, no matter how rotten you feel when you first wake up in the morning. Hustle out of bed, take some vigorous exercise, repeat over your favorite slogan a few times, and plunge into the fray. March up to the firing line; take your medicine; get busy.

3. **High Blood Pressure.** But how about the high blood pressure? We see that when you have low pressure you feel "rotten," and "all in," but that there is no danger. You are perfectly safe; you can't do yourself any harm; all you have to do is to drag yourself out and whip yourself into line. But what about the high blood pressure? Ah! That's another story; that's a horse of another color. Here's where I must swing the red lantern.

Some of you who made such a great record last year—did it on high blood pressure. You are becoming old before your time. Your pressure—say you are thirty or thirty-five—should be around 125, not over 130, most certainly not over 135, and yet some of you, if you were tested, or if you tried to get some new life insurance, would find your blood pressure to be 150, maybe 160 or more. Now that spells trouble, trouble in the

near future, but until the day it actually overtakes you, you feel fine.

This high pressure, with all its attendant dangers, fills you with pep; you are surcharged with energy, you are a glutton for work. For just as low blood pressure is attended with no danger to you, but makes you feel "rotten;" so high pressure is attended with serious danger, but gives you a "grand and glorious feeling."

4. **The Annual Health Audit.** Now you can begin to see why we want you to go to the doctor every year to have not only your blood and urine tested, but also to have your blood pressure taken. You cannot go on what your nerves tell you about how you are feeling. This whole blood pressure business is deceptive. You feel badly when there is no danger; you feel in fine shape when you are standing on the brink of ruin.

You will ask me: are there no warning signals of approaching dangers in high blood pressure? And I answer, no—not until the matter is far advanced. After years and years, when it is too late for you to do anything to help yourself, you do begin to have dull headaches, attacks of dizziness, maybe attacks of stomach trouble; you may stagger in your walk a little; you may begin to feel a little tired in place of your accustomed energetic feeling, but then if you are tested out your blood pressure will be around 200—or maybe above. Then it is practically too late to do anything.

At a time when knowledge of your high pressure would be of any service to you or to your doctor, that is the time you cannot get it by your own feelings and sensations. You have to get it by testing with the blood pressure machine and that ought to be done once a year at least for every woman who is over twenty-five years of age.

So we see there is such a thing as "false pep"—pep that you get by mortgaging your future life—that is the high blood pressure pep. It works great as long as it lasts—you have a great run for your money, but you go up like a sky rocket and come down with a thud.

You all know enough to go to your dentist once a year to have your teeth examined; but you have not been educated to go to your doctor once a year to have your blood, urine, and blood pressure checked up. We are never going to cut down this awful, premature death rate in this country from old age diseases, until we teach you to have *annual health audits*.

We take better care of our machines and our business than we do ourselves. Just think of it: every year bankers, lawyers, doctors, business men and women, salesmen and what not, almost a hundred thousand dying like dogs around the age of forty years, of old age diseases, diseases which they should not die of until they are sixty, seventy, or eighty years of age. I refer to such diseases as kidney trouble, heart failure, arterio-sclerosis, etc.

During the past thirty years the mortality from these old age diseases has nearly doubled in the United States, and it should be remembered that these premature breakdowns are not due entirely to over work—they are more largely the result of over worry and chronic poisoning—not merely the poisons found in our water and food, but more particularly the poisons which we take into our bodies unnecessarily with our food, in the way of condiments, in alcohol and tobacco, as well as the over development and imperfect elimination of the poisons which we naturally make within our own bodies: and, I should further add, that the chief cause of premature softening of the brain and hardening of the arteries is syphilis.

But don't forget that high blood pressure and *the old age diseases are largely symptomless*. You never know what is creeping upon you if you depend on your own feelings, for you can be standing on the brink of the grave and at the same time feel like "a million dollars."

IV. SKIN ELASTICITY—THYROID ACTIVITY

In our study of personality I told you some things about the ductless glands and their influence in deter-

mining temperament. And I come back to this subject because I want to tell you about a very interesting and simple test which you can all make upon yourselves and your friends, for the purpose of finding out whether your pep glands are working well.

You may be surprised when I tell you that the elasticity of your skin is one of the most reliable pep barometers—one of the most simple and most dependable of all signs which may be used as an indicator of your energy pressure; as a barometer of your immediate and actual business capacity.

1. **The Pep Gland.** The thyroid is really the pep gland. This little ductless gland which sits astride your windpipe is, after all, the regulator of personal energy.

The thyroid is the mother of urge and the wellspring of ambition. It is, in the case of the average American business man or woman, the chairman of the board of ductless glands, or chemical directors. The "internal secretions" of these "ductless glands" are influential both in determining personality and regulating the exhibition of pep.

You should remember this important fact: if you are deficient in pep because your thyroid gland is deficient in its action, you are going to be forced to find some way to adjust yourself to that situation; but I warn you it is a mighty dangerous habit to take thyroid extract for the purpose of either reducing your weight, or of so stimulating yourself as to make you feel more peppy. We doctors are mighty skittish about using these powerful substances from the ductless glands of lower animals. They are all right in their place, but I warn you against their self-administration.

To illustrate the great influence of the thyroid gland in controlling development and determining pep, I only need to tell you the story of a little animal that lives in the waters of the Gulf of Mexico. If you feed this little fellow on thyroid he gets so much pep and develops so much ambition that he gets right out of the water and becomes a land animal, and begins to breathe through a

rudimentary pair of lungs, instead of through his gills. This has led some biologists to regard the thyroid gland as the regulator, governor, and dictator of evolution. One thing we can be sure of is that it is the regulator, governor and dictator of all that pertains to exceptional and speedy success in the business world.

The thyroid is the gland that enables you to put things over quickly and in a big way. It is the gland that determines the rate and degree with which energy is formed within the body and utilized by the mind. The thyroid dominant man or woman is a natural born pep machine.

If your thyroid is a little over active, you just naturally feel peppy because this excess of thyroid secretion increases the rate at which energy is liberated in your body. On the other hand, if you are sub-thyroid, you will find it well-nigh impossible to whip yourself up into an exhibition of energy; you are just naturally deficient in that thing which we call "get up and go."

If you are super-thyroid you will have to watch your step. There is great danger of your overdoing, breaking down, burning out, or blowing up.

2. **The Skin Test.** Now, I am going to give you a very simple little test of pep, or thyroid activity. The elasticity of the skin indicates the degree of thyroid activity. By this simple test I can at once determine whether you have an up-to-date, wide-awake, fully-functioning thyroid gland; or whether you have one behind the times, one that is an old fogey and more or less down and out.

This is the way you make the test. Take your right hand and pick up the skin on the back of your left hand, between your right thumb and forefinger. Hold the skin up in this ridge for a few seconds and then let go quickly. Now observe what happens. If this little fold of skin which you have pinched up and stretched away from the back of your hand returns instantly to its normal position—if it shows that it is highly elastic and the rebound is exceedingly quick, that means that you have a normally

active, or possibly an over-active thyroid gland. On the other hand, if this fold of skin which you have picked up returns slowly, sluggishly, and exhibits little or no elasticity, it means that you are sub-thyroid, that your thyroid gland is under-functioning—producing too little secretion.

In the case of those women who have goiter of a certain type (exophthalmic goiter) this pinched up fold of skin will always rebound quickly because they have an over-active thyroid; while in the case of many obese persons with sluggish temperament and phlegmatic disposition, this fold of skin will be found to rebound slowly, because they are suffering from sub-thyroid activity—too little thyroid secretion.

I have already explained to you that the thyroid is presumably the dominant gland in the average highly successful American business man or woman: though there are plenty of good types of business men and women who do not have a dominant thyroid gland. There is plenty of opportunity for you to be a success, even if you do not have a high class, highly active thyroid gland.

Now, you can all practice this test on yourself and your friends, and while it is not an infallible barometer of business ability, it is a very reliable and very illuminating test, one which we physicians employ regularly in our study of the ductless gland status of our patients. There is only one more reliable test which could be made, and that is the so-called *metabolism test* which is one of considerable technicality, whereas this test is very simple, quickly made, highly practical, and you can all make it upon yourselves.

Just remember—the quicker your skin jumps back when you pinch it up on the back of your hand, the quicker you will be able to go out and succeed in the business world, the sooner you will be able to get along in the game. But, as I have intimated, don't be discouraged, even if your skin seems to have little India rubber in it, because the thyroid gland is not the only active and influential factor connected with business ability.

But it will certainly prove true that the more slowly your skin jumps back the more plodding you will have to endure, the more pains you will have to take with your job, and the more steadily you will have to keep at it, for you will not be able to put some things over as quickly as some of your friends. You will be able to carry on, perhaps not in the same brilliant manner that some of your competitors do (and you will get there in the end just the same if you stick to the game), but you will have to fight harder and you will have to give yourself more time to attain success.

3. **The Drive and Check Systems.** The biologists tell us that our ductless glands are roughly divided into two systems—the drive and check systems. Some think the thyroid is at the head of the drive system, and the adrenal glands at the head of the check system. So that the secretion of the adrenals becomes a valuable factor in maintaining business equilibrium. So you see, if your skin is not elastic, you can still be a successful business woman, but you will have to cultivate other elements of personality. You will not succeed just because of inherent cleverness, dash, and brilliancy. You will have to look into the other and more steady elements of pep. You are not going to be a natural born success, but you can make up for this by education and training.

In the case of some of you whose hair is beginning to turn gray, your skin naturally rebounds more slowly. Old age is always accompanied by slowing down of the thyroid activity and hence, by degrees, of skin elasticity, so that this test is not of the same practical value when applied to men and women over forty or fifty years of age that it is when applied to those of twenty or thirty years. The older you are, the less the significance that should be attached to the skin test.

4. **Initiation of Conduct.** Perhaps I ought to explain that conduct is initiated and regulated by the ductless gland system. Under certain conditions an increase or decrease of ductless gland secretions in the blood serves to cause you to experience a restless, dissatis-

fied, or discontented feeling of some sort, which in turn leads you to initiate some sort of action or conduct which will serve to correct this disturbance of internal secretions, thereby restoring the chemical balance in your blood, and indirectly relieving you of your feeling of tension, unhappiness, or discontent, and in its place giving you a feeling of satisfaction, contentment and well-being.

And this explains why some business women or salesmen are so unhappy until they have gone out and secured an order or put over a business proposition, and then as a result of this sort of activity they have in some way brought about a restoration of the nervous and chemical balances of the body. They have restored their disturbed equilibrium, and are possessed, mind, soul and body, with a "grand and glorious feeling."

V. TEMPER EXPLOSIONS AND THE SENSE OF HUMOR

One of the highly important and valuable barometers of pep, or indicators of business ability, is the question of emotional control. Temper explosions are often due to the fact that a highly temperamental individual is too intolerant of other folks. In other cases they are due to sheer selfishness, pure "cussedness," and in still other cases to a lack of humor. You are not going to get very far along in the business world and keep your good health—preserve your nervous equilibrium—unless you have a good sense of humor.

Study jokes, peddle jokes, collect jokes, tell stories, keep on the sunny side of the road, don't take yourself so seriously; nobody else does, why should you?

1. **Brain Storms.** These periodic explosions of temper are nothing more or less than embryonic brain storms—emotional sprees. A woman who is going to give way to her hysterical tendencies is going to be tremendously handicapped as she goes out into the business world. If you are hysterical, make a study of yourself

and get it under control. Don't let it tyrannize over you. Learn how to discount your sensations, to ignore your feelings. Don't allow your temperamental tendencies to rule, wreck and ruin you.

Look out for these periods of alternate exaltation and depression; don't be up in the clouds one day and down in the depths the next. Watch your step; regulate your feelings and control your emotions.

2. Periodic Depression. I want to have a very frank word with you about periodic depression, both physical and mental. All the world of nature seems to run in cycles. The moon gets full every twenty-eight days; men have certain periods and cycles in their sex life, and so do women. The business woman is just like every other normal woman. Every twenty-eight days there is going to arrive a period in her life, and many women have become semi-invalids because of this fact. Now, if there is something wrong with these periods look into the matter, have expert medical counsel, and I assure you that nineteen times out of twenty it can be quickly removed and you can become thoroughly normal as regards your monthly periods.

Now, if a careful study of your periodic problem shows that it is purely your nervous system, that you have simply formed the habit of being sick and going to bed once a month, then you must improve your morale. You must take yourself in hand and pull yourself out of this predicament.

As a physician, I want to assure you that these monthly periods should in no wise prove a handicap to you in the commercial world. You ought to go right out and succeed just as well as the men, as far as this is concerned. There are not many exceptions to this statement, provided you have fairly good general health. I am talking to well women, real, live-wire, go-getters. I am not supposed to be talking to sick folks and invalids.

3. Fear and Anxiety. Many a business woman has courted defeat by fear and met her final Waterloo through anxiety. Fear, doubt, and indecision constitute

the dry rot of the business world. Over-anxiety is what breaks down many a business woman—not over work.

If you are afraid to tackle a thing—if a proposition has “got your goat,” to use slang, then you are licked before you start. You have met defeat before you begin.

You don't have to be fool-hardy in order to overcome fear. Caution is indispensable to business success, but fear is the mother of business paralysis. And remember this—*Faith is the only known cure for Fear*. It doesn't make any difference whether it is acute fear—stage fright—inability to tackle a proposition bare-handed and with energy; or whether it is chronic fear, just common, every-day, old-fashioned worry. Fear may manifest itself in one case by nervous tension, and in another by self-consciousness and physical nervousness.

And then there is another form of fear which we commonly call *superstition*, which we ordinarily laugh at, but many of us have it in some form. There are numerous sane, sensible business women who don't like to sit down at a table with thirteen, who don't like to initiate big things on Friday the 13th; yet they will laugh at people who think somebody is going to die because they break a looking glass, or ridicule the individual who is afraid to walk under a ladder or who has a fit because she meets a black cat coming down the street.

This thing is all nonsense—nothing more nor less than superstition. Think of being afraid of the number thirteen, when the American flag has thirteen stripes on it, and it's the luckiest banner that ever floated over a free people.

I well remember, when I was a little fellow, growing up down in Indiana, wearing that bag of asafetida and sulphur tied around my neck every spring to keep off diseases, and it would surely work if the disease bugs could smell. But that was simply a relic of the days when our ancestors wore charms to drive off devils, because they thought it was the devils that made them sick.

4. **Peevishness.** I knew a business woman who was well endowed by nature, and fully competent to go

out and succeed, but she failed. Why? She was a spoiled child. She was the only child in her home, and her parents spoiled her hopelessly before she was fourteen years of age. She was constantly getting her feelings hurt, getting mad, getting peeved, and what not. The business world has no welcome, no place, for a grown-up baby, for spoiled children, or peevish kids.

And a lot of this peevishness is nonsense; is nothing more or less than simon-pure selfishness. I had a patient in my office the other day, a life-long sufferer from hysteria and nerves, and as she was leaving she said, "Yes, Doctor, I know that I am highly sensitive." I said, "Yes, Madame, I know you are highly selfish." She said, "I said sensitive," and I replied, "Well, I said selfish and I mean it." She got mad and left the office in a huff, but came back in ten days penitent, apologized, and said that she was just beginning to awaken to the fact that she was a thoroughly selfish woman.

Now, what are you going to do about it? There's just one grand prescription for all these things, and that is humor, humor, and more humor. Take yourself less seriously; take yourself as more or less of a joke, and enjoy the joke along with your associates and fellow workers. And how it will improve your health, add to your happiness, and enhance your efficiency if you can only become one of those pleasant, cheerful, smiling, half-humorous sort of individuals that everybody likes, and who have a grand time going through life, and who are usually able to achieve more than their share of material success and prosperity.

VI. VITAL CAPACITY—LUNG CAPACITY

We have said a good deal about the human furnace and about keeping the fires burning brightly and maintaining the draft. You know we get the smoke out of our systems through our lungs. I have discussed with you, under the seven pillars of health, the importance

of deep breathing, fresh air, etc. Now I want to tell you about *vital capacity*—lung capacity.

1. **Good Chests.** You are supposed to have a good chest if you are in good health and if you are a normal breather. Even life insurance companies are interested in your chest measurements. You are not supposed to be in good physical form if you have a measure around your waist that is larger than around your chest. It means you are a shallow breather on the one hand, or an over eater on the other.

And remember this: there is no physiologic reason, that I know of, why women should breathe any differently than men. If you are dressed properly, if you are not laced up in a tight corset, and if you have not learned bad habits of breathing, you ought to breathe just as fully as a man does.

Of course you know how lung capacity is tested. You breathe into an apparatus that measures the number of cubic inches you are able to exhale after you have filled your lungs to capacity. We also have machines for measuring the strength of the lungs or the strength of the diaphragm.

Now, the lung capacity is supposed to be of considerable value when it comes to estimating one's vital capacity, that is, one's general capacity for health and ability to resist disease. I am not disposed to attach so much importance to it as I do to some other things we are discussing, though I do recognize that it is a valuable test and a useful bit of information, and since it is easy to secure, it becomes one of those simple and practical things which are entitled to be looked upon as barometers of business potentiality.

2. **Vital Capacity Standards.** The standards for lung capacity vary according to sex and height. For instance, the lung capacity for a man five feet seven inches tall is usually given as about 225 cubic inches; while a woman five feet six inches tall is expected to have only about 150 cubic inches lung capacity. You will be interested in knowing that women range, according to

their height, from 100 cubic inches to about 200 cubic inches lung capacity.

The value of this is not merely that it pertains wholly to the lungs, although good chest capacity certainly is of value in warding off tuberculosis and may be of some value even in the prevention of pneumonia. Sometimes the breathing capacity is interfered with, not only by wrong habits of breathing, but by obstructions in the nose and throat, such as adenoids, polyps, enlarged tonsils, etc. Certainly every business woman should have her breathing apparatus, her whole respiratory mechanism, in good trim, well developed, and fully functioning.

Personally, I do not altogether agree with the tables that are prepared for reference in gymnasiums, regarding lung capacity for women. I think a woman ought to have almost as great a lung capacity as a man. I think she makes a poor showing because she is, as a rule, so poorly developed physically. I think that a woman five feet six inches tall, instead of having a lung capacity of only 150 cubic inches, should reach nearer 200 cubic inches, in comparison with the lung capacity of 225 for a man five feet seven inches tall.

VII. RESISTANCE TO DISEASE

If we are in good health, if our pep pressure is at the right level, we are supposed to have a certain inherent power to ward off disease—to dodge sickness. But in spite of all we can do, in spite of good heredity, good hygiene and good sanitation, we find that our mechanism is subject to numerous and repeated minor breakdowns. We are all more or less subject to certain minor complaints which overtake us every now and then, and interfere with the even tenor of our business careers.

I think it was the late Bob Ingersoll who said that if he were making this world he would have made health contagious instead of disease. But he was just exposing his ignorance, for that is just what the Almighty did.

Health is much more contagious than disease. You get health out of every thought you think and from every muscular contraction, but you have to cultivate disease. Disease microbes are not ordinarily attracted to a healthy individual, though of course that does not always hold good in the case of severe epidemics like influenza.

I have a friend who, for thirty years, has been trying three times a day to get dyspepsia, and he hasn't got it yet. He still has good digestion.

When I say that man is mightier than the microbe, I mean a normal, healthy individual, under ordinary circumstances. In this connection, let me call your attention to the fact that moss does not grow on a healthy tree, it only grows on the shady side of a dead or dying tree. I freely admit that most of our ability to resist disease—to live healthy lives in the midst of a host of unfriendly microbes—is due to heredity. Heredity is, after all, the important thing in good health, long life, and disease resistance.

1. **Frequent Colds.** Some folks seem to take cold just as easily and naturally as water runs down hill, but as a rule there is an explanation for it. I will admit I don't know just what to do for those of us who have an ordinary cold for a week or ten days once a year. I have never been able to find any way to avoid this annual visitation, though I have, in recent years, come to believe in the value of taking a hypodermic injection of mixed vaccines when you first come down with a cold: that is, provided you can get it within the first twenty-four hours. It will often so abort the attack that you will be all over it in three days, without letting it run a week or two.

If you are a victim of repeated colds, or chronic colds, have your nose and throat thoroughly looked into. Get rid of adenoids, tonsils, and anything else that is abnormal in your breathing mechanism. Then see that your bowels move thoroughly. Don't overeat, dress properly, get a proper amount of moisture in the air of

your working rooms, have plenty of fresh air at night, keep your skin healthy and active by plenty of warm, cleansing baths and tonic cold baths, and you will get over your colds, unless you have a chronic sinus infection and carry the "bugs" the year around in your head. I don't know of any royal road to curing colds, I don't have any infallible remedy, and space forbids going farther into the details of their treatment.

2. **Headaches.** Women are probably upset in their business careers by headaches more than by any other single thing. I understand how some of you may have headaches in connection with your monthly periods, and I have already dealt with them. If you will keep your lower extremities thoroughly warm during the winter season, and at such times, you may prevent or greatly relieve the accompanying headache.

Some of you are victims of periodic sick headache (migraine). I wish I knew a cure for this form of headache, but I do not. The only cure I know is to wait on old Mother Nature, for about one-third of you, when you reach the menopause—change of life—will automatically get over your sick headaches. For the rest of you, I can only advise you to look into those things which precipitate these headaches, take care of your bowels and nerves, so as to prevent poisoning on the one hand, and stress and strain on the other. And thus you will be able, although you cannot cure yourselves, greatly to lessen the frequency and severity of these distressing attacks.

At any rate, whether you are successful or not in curing your headaches, be a woman. Don't permit yourself to develop into a chronic whiner. Men don't like 'em. Be brave, and make the best of your troubles and afflictions.

3. **The White Blood Cells.** You will perhaps remember, when they taught you about the blood cells in the physiology class at school, they told you mostly about the red cells, that carry the oxygen from the lungs to the tissues and how they carry the smoke, the carbon dioxid,

back to the lungs where it is thrown out of the body when you exhale.

But they didn't tell you much about the white cells, those sturdy little policemen who make up the "standing army of the interior." These are the little fellows that go out and eat up the disease germs when they gain an entrance to the body, and their work is just as necessary to our health as that of the red cells. You should understand how to encourage them in their work, especially at such times as you may be coming down with a cold, or some form of sickness or infection. It is a great mistake at such times, to follow the old practice of taking whiskey and quinine, for of all the substances known none are more able, quickly and completely, to paralyze the white blood cells in their efforts to capture and destroy the disease microbes than whiskey and quinine, even when taken singly, let alone when you use them in this double-barreled fashion.

When you are coming down with a cold, nowadays, instead of giving you whiskey and quinine we give you soda and lemonade. You take a glass of ordinary lemonade and stir into it a level teaspoonful of common baking soda, and drink it down while it effervesces. In this way we are giving you a remedy that helps the white cells in their work of resisting infection, and it also helps to overcome the acidity of your blood which is usually greatly increased at such times.

Your red blood cells are very small. It takes three thousand of them, in a row side by side, to equal one inch. You are each supposed to have about thirty thousand million red cells, but you only have about sixty million white cells. Now these white cells lead a very precarious existence; their calling is a hazardous one, and their average length of life is less than twenty-four hours. And all this means that, taking the red and white cells together, we have to have created within our bodies every twenty-four hours about seven hundred million blood cells: that is, thirty million an hour, a half million a minute, or about eight thousand every time the clock ticks.

This finishes our discussion of the seven traits of personality, the seven pillars of health, and the seven barometers of pep, or the business indicators of vital resistance; and we have thus prepared the way for the next and closing section, which has to do with the seven different ways of eliminating emotion—self-expression.

PART IV

SAFETY VALVES FOR PEP—EMOTIONAL ELIMINATION

WE have discussed the personality engine—the psychology of business; we have considered the pillars of health—the energy of business; and we have studied the barometers of pep—the indicators of business; and we come now to the study of the seven safety valves for pep—those things having to do with self-expression and emotional elimination. We are now about to study the technique of the prevention of temperamental explosions, physical breakdowns, and nervous blow-ups.

No sane mechanic would build a high pressure engine without providing adequate safety valves. The higher the pressure under which you are going to work, the more certainly must you see to it that your safety valves are in good working condition. High pressure jeopardizes any machine that does not possess good devices for the automatic release of excess pressure.

I want to discuss with you the best methods of nerve control; to teach you the secret of self-mastery.

I want to help you in the task of delivering yourself from acute fear, or stage fright, on the one hand; and from chronic fear, or worry, on the other. I want to help you to be rid of fear, anxiety, uncertainty, and indecision—your pent-up feelings and nervous tension.

I want to encourage you to work for deliverance from all your fidgety habits and all your energy-leaks—to help you find deliverance from hoodoos and superstition.

The Nature of Emotions. You know when we experience a sensation, if we get our attention focused on it, we can easily build it up into a *feeling*; and our feelings, when they develop in the presence of some unusual situation, and when this whole experience is accompanied by changes in the blood pressure in some of the internal

organs—well, then we have an emotion: and when our emotions become crystallized and associated with our beliefs we may have *conviction*: and when conviction becomes connected up with conscience we have *devotion*. And all these things taken together: feelings plus emotion plus conviction plus devotion—then we have *patriotism*.

Now you can have patriotism for a cause, a religion, a race, a nation, or for a calling. If your feelings, emotions, convictions and devotion are dedicated to your business, then you can be a patriotic business woman.

If our study of personality had to do mainly with the mental elements of success, and our study of the pillars of health had to do with the physical elements of success, and our study of the barometers of pep pertained to precautionary elements: then we might consistently say that our study of emotional elimination had to do with the ethical and moral elements of business prosperity.

Don't forget, you are not going to succeed as a woman in business unless you have business power and personality, and this means self-control—self-mastery. *You must master the technique of the regulation of your emotions.* Remember what the impatient mother told her nervous daughter one Sunday afternoon: after her patience was exhausted she said, "Maggie, Maggie, for goodness sake, can't you get your mind off your thoughts?"

Women have a special reputation for being emotional. Don't try to suppress and change your emotions, but as you go out into the business world—just control them. Be womanly in your emotional expression, not child-like and babyish.

All women need to be warned against falling victims to their emotions and sentiments and being led to make fools of themselves after the fashion of the girl who marries some useless renegade to save him. If you can't save a man before you marry him, take it from me you'll neither reform him nor save him afterward.

Let us now turn our attention to the study of the seven safety valves for pep.

I. FEMININITY—LOVE OF YOUR SEX— SEX PATRIOTISM

The business woman is an innovation in the modern world. You have not arrived in large numbers as yet, and what a beautiful thing it would be if we could see more loyalty on the part of women to other women, loyalty to your own sex. You need one another. You need the financial and moral support of each other. And yet how many times we see women in business, or in a profession, pass by able members of their own sex to extend their patronage—give their business—to “mere men.” I am not making an appeal for sex consciousness, but I do believe, when all things are equal, that women ought to manifest a special interest in the welfare, success, and advancement of other women. If the woman is not able and efficient, if her offerings are not up to the market standard, of course, I don't blame you if you turn your business to the men; but wherever and whenever possible, it seems only consistent and proper that there should be sufficient sex patriotism in the modern woman to lead her to a professional consideration of her sisters in business. At least this ought to be true until women have entered the business world in something like equal numbers to the men.

In this way women will find that the cause of women constitutes a special object for their solicitous consideration and watchful care; and they will be able to take special delight and secure not a little of real soul-satisfaction in contributing to the advancement of their sex, as a whole, in the world of business.

And so, in this way, sex patriotism will contribute to emotional elimination, to self-expression, to psychic satisfaction; and thus it helps to keep down one's pressure, both psychic and physical, and in the end proves to be a real safety valve for mind, soul and body.

II. LOYALTY—LOVE OF YOUR FIRM— COMMERCIAL PATRIOTISM

The average man or woman takes a lot of satisfaction in being loyal to something. Americans all like to join things. We all dearly love to be patriotic. Most of us are tickled to death to serve in a good cause, to toil for the advancement of a worth-while project. Loyalty unfailingly breeds enthusiasm, devotion enlarges the horizon, and consecration is good for the nerves. These sentiments and emotions all serve to lighten our tasks and to ease our burdens.

You can work twice as hard without breaking down when you like the folks you are working with. Congenial business associates and agreeable commercial companions turn work that you would otherwise find drudgery into pleasure and joy.

If you don't like your firm, or your business connections, then either learn to like them or get away from them. Make a new connection. Don't go along year after year working for a thing you don't love and that you cannot be loyal to, with a whole heart, for loyalty and all that goes with it constitutes a great safety valve for pep.

You cannot safely carry a high pep pressure when you are not enthusiastic about your business connections. It will wear you out, and break you down, sooner or later. You want to have such a business connection that as the years go by you can take an increased interest in your work; that you can safely cultivate more and more enthusiasm for your job; that you can become more and more devoted to the thing you are doing.

You are never going to develop the spirit of a crusader and the enthusiasm of an evangelist, trying to put over a proposition that you don't heartily believe in, or advancing the business interests of a firm you are not loyal to. You are not going to be able to reduce your blood pressure, to relieve your nervous tension and maintain your nervous equilibrium, doing something that you

are not whole heartedly interested in and whole souledly devoted to.

III. CONTENTMENT—LOVE OF WORK— VOCATIONAL PATRIOTISM

Someone asked the late Theodore Roosevelt how he could work so hard and be so healthy and so happy, and he replied: "I like my job." A good job is a prime necessity for health and happiness. Contentment is a great safety valve to regulate pep pressure. If you want to work hard and at the same time be healthy and happy, you must either learn to like your job or else get rid of it as soon as possible, and get a job you do like.

This is not only good common sense, good physiology, and good psychology, but it must be good theology also, because I think it was the apostle Paul who, in describing his varying life experiences, said: "I have learned in whatsoever state I am, therewith to be content." Dissatisfaction, indecision, and every other sort of nervous uncertainty about the position you hold or the work you are doing, are all disastrous to health, demoralizing to happiness, and destructive to business efficiency.

It is not fair to your firm nor yourself to go on working at something you really dislike. Of course, I want you to be careful about making changes, for perhaps some of you belong to that nervous, chronically dissatisfied group, who find it hard to be happy anywhere, or satisfied with anything. You belong to that type of individual who always thinks the other fellow has the best of every proposition. You are always tempted to feel that your competitor is a "lucky dog," while you contemplate your struggles and feel that your luck is always rotten. As business women you better get the word luck out of your vocabulary. Better say good-bye to it once and for all.

I think it was the great inventor, Edison, who once said to a fellow who remarked that one of his inventions must have been the result of a great inspiration (you

know Edison is a little deaf, and the man had to repeat the word inspiration twice); but when he finally caught it, Edison replied, "No, not inspiration—perspiration, perspiration." While some of you are holding your heads in your hands waiting for an inspiration, some other woman will go out and in profuse perspiration turn the trick and leave you in the lurch.

The love of work, then, devotion to one's job, comes to be of real value as a safety valve for pep, as a means of self-expression, as a channel for blowing off steam, and as a direct agency which can be used to prevent nervous breakdowns and temperamental blow-ups.

IV. RECREATION—LOVE OF PLAY— PRIMITIVE PATRIOTISM

I don't know of anything (aside from a good job) that serves as such a wonderful safety valve for mind—yes, and body—as a good fad. The older you get the more certainly you need to play, and play regularly. You know, we love to do those things—to play at those things which our early ancestors worked at. That is why I call this love of recreation *primitive patriotism*. Our ancestors fished for a living. Sometimes fish was their only source of food supply. That must be the reason why we like to fish for fun—as a recreation.

We are benefited not only by our fads but by our avocations. I am not only helped by playing, but it does me good to write books and lecture. It is a little bit different from the ordinary run of my duties, as a medical man.

If you want to work hard as a business woman and deliver the goods, and avoid breaking down in the midst of your game, if you want to be sure that your greatest safety valve is in working order, then get a hobby—fall in love with a fad. Children love to play, and they don't often have nervous prostration. We don't send business men off to sanitariums because they are "nutty" or brain-cracked, until they quit playing. We don't have

to see the doctor about nerve exhaustion and brain fag until we have pursued our business activities to the neglect of our play life.

As business women you must learn how to relax; how to rest; how to change your activity. Study and cultivate wholesome methods of play. Now, I can't prescribe a fad for you. A fad is like a sweetheart; you will have to find one and fall in love with it yourself. If I prescribe golf, or some other form of exercise for you, then it is a sort of medical procedure with you—a health practice—you are doing it because the doctor told you to. Now that is not the way you court when you are in love. God knows you don't have to be told to do it, you'd do it if you were told not to. And that is the kind of a fad I want you to meet up with, and fall in love with, to pursue and embrace it, make it a part of your life—really enjoy it.

You know work is a thing we have to do to make a living or to satisfy our ambition, or to satisfy the urge of a thyroid master that whips us into the game. But play is something we don't have to do—we just naturally like to do it.

Difference Between Work and Play. Let me give you an illustration of the difference between work and play. Will you, in your imagination follow me for a moment? It is summer time. Over yonder in a vacant lot—the kids are playing baseball. A lad has just knocked a home run. Do you visualize the knee action as that boy runs around the diamond and slides in home—safe? Wasn't that a picture of animated sprinting? Just now this boy's father appears across the way with an empty market basket, whistles, and calls the boy away from the game to go to the grocery on an errand. Now watch the boy's knee action. Never mind the look on his face, just watch the knee action. He can hardly walk—behaves as if he had partial paralysis.

That is the difference between work and play. The boy has to go to the grocery store. He doesn't want to. His muscles suddenly discover they are tired. He has

spring fever. He didn't have to play baseball—he wanted to. Many a boy would rather play baseball than eat—and that's saying a lot. You see there is a great difference in the effect on your health and strength when you are doing the thing you like to do as compared with having to do something that you don't want to do—something that you don't like.

Again, in this connection I am reminded of an experience I had a few years ago over near the hospital by Lincoln Park. I came out of the hospital one beautiful, balmy, spring morning with my wife, and just as we got outside she told me she had forgotten to see a new patient on the second floor and that she would have to go back. I said, "All right, Honey, I'll wait for you down here in the fresh air." There were a number of boys on the street corner spinning tops, loitering on their way to school. They all strolled on down the street, but one, who was waiting for his top to run down. I sauntered over to this lad and thought I'd have a visit with him while waiting. I had to introduce myself in some way, so I thoughtlessly said to this kid: "Son, can you tell me why you like to spin a top?" He gave me one straight look—he never took his eyes off me, as he edged over to where his top was, grabbed it, and went around the corner as if he were shot out of a gun. I followed. He looked back, and when he saw me coming, he yelled to his companions a little way ahead of him down the street: "Hey, fellers, dere's a nut loose out o' de hospital."

That lad knew I was crazy the moment I asked him that fool question. You have to have a reason for working but not for playing, and that little fellow figured that there's something wrong with any man who would ask a boy why he liked to spin a top. And so there would be, if the question were asked soberly. I just asked it foolishly to get into conversation with the lad.

My *definition of play* is this: first, something you would rather do than eat; and second, something that

has nothing to do with your livelihood, ambition, or religion.

Find yourself a fad, go back to play, ride a hobby, have a grand and glorious time, don't get old; remain kids, and you'll do twice as much business next year as you did this year with only half the wear and tear on mind, soul, and body. Turn business into a game and get a lot of other games to play along with it, and you will find that the spirit of play will be almost like discovering the fountain of perpetual youth. Play rejuvenates you when work wears you out; a fad rests you even when you work hard at it, even after you have been tired out at your work-a-day tasks.

V. SOCIABILITY—LOVE OF FOLKS— SOCIAL PATRIOTISM

It is not only a good thing to have a good job and a good fad, but you want to learn to love a good joke and develop your sense of humor; and in order to do that you have to be sociable; you must become a good mixer. You should learn to like folks—just folks.

Get over some of your narrow-minded views, go out and mix with the world, and enjoy the people you meet. They are not so very different from you, and you will find something about every one of them to like, if you really get acquainted with them.

If you know one really good typical Irishman, one Jew, and one Negro, you will have enough laughter thrust upon you to insure good digestion. People are interesting, they are lovable, and of course, too, a lot of them are funny.

See to it that your associates, instead of getting on your nerves, tickle your funny bone. Many of you have a free ticket to a three-ring circus, but you don't enjoy it. You are grouchy over some of the acts while somebody else is laughing and having the time of his life. Join in the chorus, come down off your high horse, and learn how to enjoy folks and be amused by them.

Get interested in people for your own soul's sake, in order to provide a safety valve, in order to give your sense of humor a chance to grow and develop. Many of the people you are doing business with are very interesting, if you would only get acquainted with them. Get into the game—you'll have a lot of fun.

Cultivate a Sense of Humor. I think most business women have learned how to swap jokes. If you are doing it keep it up, and if you are not doing it, start today.

Don't get into a fix where you can't see the humor of a situation, where you can't see the joke on yourself. Don't be like the fellow out West, the other day, on an aviation field, who rushed up to a chap who was trying to start an aeroplane, and said: "Can you fly me to Omaha?" The fellow said, "Sure, jump in." And then this fellow took his place at the wheel and started this aeroplane straight up into the air—climbing up about five thousand feet—all the while looking around and grinning at his passenger. Now the passenger wanted to go to Omaha, not to Glory, so he yelled to his pilot: "What's the matter with you? I don't see the joke in this." The pilot replied, "I do. By this time the superintendent of that insane asylum back there is looking all over the institution for me."

So there you are. Can you go straight up in the air five thousand feet with a lunatic and see the joke in it? Maybe not—but do your best—if you find yourself there.

There is nothing in the world that will prevent nervous breakdowns, grouchy dispositions, and business failures—outside of the spirit of play—so much as the habit of telling stories. A sense of humor will keep you from taking yourself too seriously. Other people don't take you seriously—why should you take yourself seriously?

I am pleading with you to love folks because they are bound to develop your sense of humor. Cultivate folks—visit with them outside of business hours. Meet people—keep up your social life. Entertain and be entertained.

Mingle with your fellow men from the highest to the lowest. Cultivate the banker—you may want to borrow something sometime—and learn to know the “chap” who sells you fruit on the corner. Find out about the newsboy you buy your papers of. In short, introduce yourself to the human race—the “so-called human race”—and you will find it a source of great delight and endless enjoyment.

VI. WOMANHOOD—LOVE OF FAMILY— RACIAL PATRIOTISM

I think every business woman, in addition to a good job, a good fad, and a good sense of humor, has an instinctive longing for a good home. That is an instinct of nature, and this longing and planning for a home, as well as its realization, constitute a very efficient safety valve for self-expression and the adjustment of internal pressure.

Particularly, every woman should feel that she owes a debt to the race. Even more than men, I think it is devolvent upon women to develop and cultivate biologic patriotism. Of course I know, perhaps you are not all to be married, and even if you were some of you may be too old now to bear children, but you ought to have the right viewpoint of life. Especially would I urge the younger women, who might be trying to choose between a career in business and a home with children—be careful how you choose one and say good bye to the other. Some of you may be able to have a career and a home too. Not all of us men want to marry just a housekeeper. We are willing to marry a home-maker and provide sufficient help for the housekeeping so that our mate can have a chance to carve out her own career in the world.

You know it must make every true woman stop and think what it is going to mean to future generations, when we consider that the lowest, most degraded twenty-five per cent of our present slum and foreign population

is reproducing about seventy-five per cent of the next generation. I can well understand why business and professional women should not be expected to have large families, but I feel that the women who represent good stock, whether you are business women or teachers, have no biologic right to shirk responsibility in this matter. Of course, I understand some women will have a home without a career, and others will have a career without a home, but I hope at least some professional women may have both—thus while carving out a career they may be loyal to their racial patriotism.

At any rate, keep a normal viewpoint of life. Never give up the notion of getting married, never say good bye to a home, go on hoping, planning and watching for it. Even if you are getting up in years, begin tonight—go home and start a “God-knows-when” box, and if you never do get married, you will have better health and it will be a great safety valve to your soul, if you go on planning and expecting sometime to be married.

VII. RELIGION—THE LOVE OF GOD— MORAL PATRIOTISM

It may seem strange to you that I, a medical man, discussing health and efficiency, should drop into a discussion of religion. Mind you, I am not asking you to be church members, though that might be a very excellent thing for many of you—many of you may already be church members. I am talking to you about *religion as a safety valve* for pep—as a health measure. I am giving you medical advice. I am not concerned with any religious propaganda—or with any given creed. I want you to get your religion from the original source—from On High.

Go out some dark night and look up at the stars and ask yourself who is running this astronomical plot. Broaden your spiritual horizon. Get it into your head that you can fraternize with the spiritual forces that emanate from, and are in contact with, the spiritual

power that resides in The Great Source and Center of this universe.

As you go out into the business world, to mingle with its men and women, to meet individuals who are actuated by all sorts of sordid motives and base scruples, you need the inspiration, encouragement, and balance that comes from the *assurance of religious faith*.

You need to believe, with a whole heart, in a Supreme Being, and possess an unwavering confidence in a future existence. The older I get, the more I come to believe in the benefit any normal human being can derive from the enjoyment of some sort of religion. Of course, to me, as a medical man, it matters little what sort of religion a man has, just so it is a good one—just so it will serve the practical purpose of a safety valve for pep. Personally, I am a believer in the Christian religion, but as far as getting physical benefit is concerned one can get it just as well out of any other system of religious belief—if he sincerely believes and honestly practices it.

How Religion Helps. When all is said and done, our life down here is but one short, brief career. Our sojourn here on earth, no matter how successful we may be at the game we are playing, is but a few days of trial and struggle—of joy and sorrow. Our race is soon run, and our earthly goal—death—is soon reached. And I have found, not only in my personal experience, but in the case of my friends and patients who are in the business world, that it is a wonderful help to have something to fall back on now and then, something to think of when oppressed by business worry and harassed with commercial cares.

Although our play and hobbies, our business interests and our devotion to home, all have their proper place, it seems after all that the average human being needs the inspiring influence, the elevating atmosphere, the spiritual tendencies, of a belief in a hereafter, a Great Beyond.

Of course, I want your religion, your love of God, to be big enough to take in the love of everything that is beautiful and uplifting. Your religion should be some-

thing more than a theologic creed or a superstitious dogma. Your religion should include the inspiration of music and the beauty of art—it should embrace all things ethical, beautiful, and uplifting. In a word, I have come to the conclusion that *man is naturally religious* and that, all things equal, he has better health and is happier if he enjoys a religion of some sort.

I honestly believe, as a scientific man, that my fellow mortals need something like religion to enlarge their minds, to ennoble their ambitions, to inspire their achievement, and to help them in successfully controlling their animal natures—their baser passions.

Sex and Religion. I think it is a significant thing that the sex instinct and religious impulses are aroused in young people about the same time—at puberty. I think it is more than passingly significant and suggestive that religion was intended to help us in the control of sex, when we stop to think that it is just around the age of twelve to fifteen that the sex emotions begin to appear in a youth's life, and it is just about this same age that those tender and definite religious impulses are also felt.

I think we all—at least most of us—as we come to grow older, begin to do some serious thinking about what is going to happen to us when we are through down here. After we have won our fight, after we have succeeded in the game we are playing on this planet, what are we going to do next? Most of us, I take it for granted, believe in some sort of survival after death. Most of us I think are ambitious to develop a character, as we live our life down here, that will be worthy of salvaging, will be worth transporting to another, and let us hope, a better world.

Now I am not talking about Sir Oliver Lodge, or Sir A. Conan Doyle. I am not a spiritualist, but I do believe in the reality of spiritual things and in the existence of a spiritual world. I believe in God, and I don't think any scientific man or any business man or woman should be ashamed of such a belief. The time is past when we should regard religion as the amusement of

youth or a vocation for old maids. Religion is a good thing for educated, upstanding, red-blooded, forward-looking men and women.

Religion as a Safety Valve. I believe that the very Power that puts the longing to live again into the heart of man, will in some way supply the opportunity for those who are worthy. I don't believe the Creator puts hunger for food or thirst for water in our souls and then leaves us to worry along without them. We find that for most forms of hunger and thirst there is something real to satisfy the longing, and I therefore believe that in the case of our desire to live again the Wise Intelligence or Divine Power that planted that thing in the human breast has provided some way for its achievement—that the hunger for eternal life means that there is a possibility of attaining it.

My reason for discussing all this with you is that I believe *religion is a great moral safety valve*, a great spiritual governor to preside over the activities and to guide the destinies of American business men and women. I believe that when you are ground down by the heartlessness and crassness of the business world, when you are disgusted with politics and all its mess of graft, when society seems morally rotten and spiritually decadent, when you are about ready to lose confidence in the human race—then I say, when the day is gray and life itself seems hardly worth living—it is at such a time that religion comes in to illuminate the viewpoint, expand the horizon, and beckon you to face forward and look upward, to get a view not only of things as they are but of things as they ought to be—and so spiritual things become not only an inspiration for the future, but they prove stepping stones for deliverance from the sordid surroundings of today.

VIII. FALSE SAFETY VALVES

Now, in a way I am through. I have finished discussing with you the seven safety valves for pep, but perhaps

it is not best for me to stop without calling your attention to some false safety valves, some dangerous methods of trying to secure rest, relaxation, and relief from nervous tension.

I know you will receive this part of my message in the spirit in which I offer it. I hope you may get some suggestions that may save you some sorrow and heart ache. In other words, I want to save you from the perilous chase of the rainbows of enjoyment, and help you stick to the seven tried safety valves I have suggested. Among the false and deceptive methods of trying to secure relaxation and recreation, I may mention:

1. **Late Hours and Excitement.** I have never found that a business woman could get much real satisfaction, happiness, or health out of staying up late every night in the week and trying to turn life into one round of riotous pleasure. I don't think either health, happiness, or business efficiency, or the inspirations therefor, are to be found in the cabaret. Let us not become vicious in our play, careless in our recreation or heedless of the laws of health and the rules of society when we go out to have a good time.

The business woman—the real woman, is not going to try to further her career on the one hand, nor to secure pleasure and joy on the other, by pursuing the paths of vamping, vice, and vanity. Let common sense guide you and womanly instinct control you in these matters.

2. **Narcotics and Stimulants.** I don't believe it is necessary for a woman, in her efforts to achieve business success, to copy the methods of men in their efforts to have a good time, to be sociable, or to be good fellows. I don't take any stock in this notion that a woman, in order to be a good fellow, must drink or smoke cigarettes. It is neither sense nor good taste, and still further, it is not in the interest of good health.

I imagine there is little need for me to raise my voice here in protest against the use of alcohol and tobacco. Further, I am not going to argue the question with you about equal rights for women. I haven't a word to say.

I don't question that you have an equal right with men to become drunkards or cigarette fiends. I think that is just as much your right as is the right to vote, but it doesn't make it morally or ethically right, even if it is politically right.

Furthermore, I think there is a social obligation resting upon women to try and maintain the standards for better things—to try and advance the cause of higher endeavor.

I am also anxious that you will not become victims of any other drug, even tea and coffee, and in this connection I want to mention headache powders, pain killers, and what not. Don't form the habit of taking any drug regularly, not even cathartics. Learn how to get along on good terms with old Mother Nature, and if there is anything wrong with you that is sufficiently serious to demand drugs, put your case in the hands of a good doctor. Don't prescribe for yourself.

3. **Gambling.** Don't seek to divert your mind or secure recreation at the wheel of fortune. Many individuals seek to relieve their pent-up feelings and indulge their craving for excitement at the gaming table, but it usually brings more sorrow than pleasure, more regret than joy. I know there seems to be something inborn in human nature that leads them to try to get something for nothing. We are all looking for short cuts to fame, health and power.

Wholesome amusement, harmless recreation, and innocent diversion we all recount as among the necessities of life, and we all feel that we are entitled to a certain amount of play; but when it comes to the wheel of fortune for purposes of diversion, I fear you are making a mistake. I fear you are going too far. Better turn your attention to those real and uplifting channels of play and adventure, and let your emotions find expression in those other wholesome, safe, and sane avenues for fun and relaxation.

And now I have finished my story—the story of the personality engine, the business energy, the commerce

indicators, and last the safety valves for pep. I have presumed, before I stopped, to warn you of the disastrous counterfeit safety valves, those things that promise to relieve tension and pressure, and which bring in their wake sorrow and disease. I have told you this story as it looks to a medical man, and I trust that I have said some things which will add to your health, happiness and efficiency.

APPENDIX

EXERCISES

Systematic exercise taken for ten minutes just after rising in the morning and in the evening just before retiring is conducive to sound sleep, good digestion and steady nerves. It is a real efficiency promoter.

The exercises described on the next few pages have been used by thousands of women with most satisfactory results. They are offered here as one of the simple and at the same time wonderfully effective health and efficiency measures that every woman can take in a few moments of time, morning and evening, in the privacy of her own room. They do not require a gymnasium or elaborate apparatus—merely a dresser, the foot of a bed, or a table, a low stool, and floor space large enough to stretch out on. With a few weeks systematic carrying out of the program outlined here you will be surprised and delighted with your increase in physical fitness, mental alertness, and general well being.

All the preparation required is the removal of the clothing down to the under garments and stockings, and the opening of the windows to admit plenty of fresh air.

In taking these exercises the best plan will be to begin with one for the arms, as No. 1 or 2; one for the limbs, as No. 6 or 9; one for the trunk, as No. 4, 5, or 11. The Deep Breathing, No. 8, should always precede your exercise.

Continue these for two weeks. At the expiration of this period, select three other exercises, use them for two weeks, and then make another selection, carrying out this program until all of the exercises have been used. You will then be in a position to select those that seem best suited to your particular needs. If you are on your feet a great deal pay less attention to exercises for the lower limbs than to those for the trunk and arms, while if you are sitting most of the time select exercises for the limbs, trunk and arms.



1. ARM AND SHOULDER RESISTANCE

Grasp the hands tightly and push toward the right shoulder, stretching the arm and left shoulder vigorously. Reverse. Repeat these movements from 5 to 10 times.



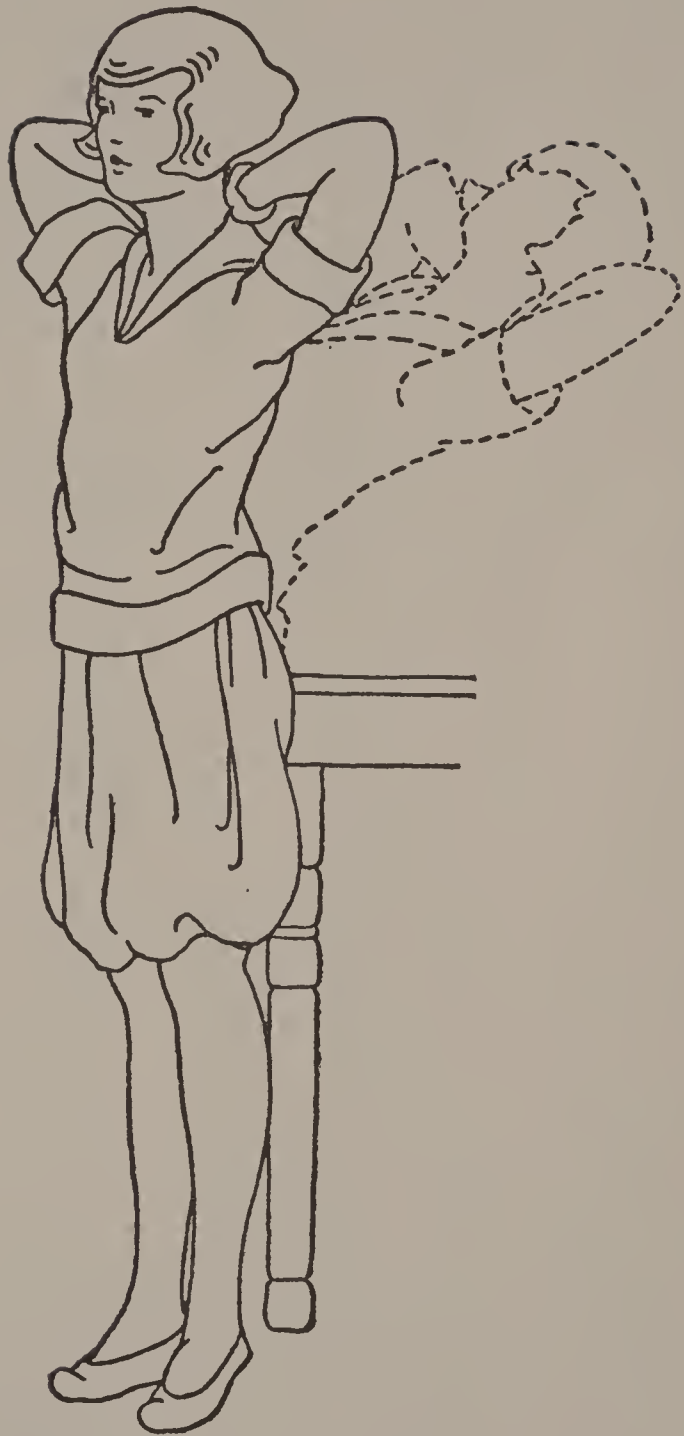
2. ARM AND SHOULDER CIRCUMDUCTION

Sitting position. Place the tips of the fingers on the shoulders, raise the elbows forward, upward, backward, and outward, making a complete circle with the arms. Inhale with the forward movement, and exhale with the backward movement. Much resistance should be made with this exercise, which should be taken very slowly. Repeat from 5 to 10 times.



3. LATERAL STRETCHING

Stretch the left hand entirely over the head, placing the fingers over the right ear, the right hand stretching downward. Bend the body to the right as far as possible, keeping the feet on the floor. Change the position, placing the right hand over the head, the fingers over the left ear, the left arm stretching downward. Bend the body to the left as far as possible. Repeat from 3 to 5 times.



4. TRUNK BACKWARD BENDING

With the hands at the back of the neck, the chin pulled downward toward the chest, the feet slightly separated, the hips against the foot of the bed or edge of the table, bend the trunk backward and forward to erect position. Repeat from 5 to 10 times.



5. LATERAL TRUNK EXERCISE

Stand with the left hip to the foot of the bed or against a table. Place the left hand on the hip, the thumb pointing backward, the right hand at the back of the neck, the eyes straight ahead. Bend as far as you can to the left. Repeat from 5 to 10 times. Turn, place the right hip to the foot of the bed or edge of the table. Place the right hand on the hip, the left hand at the back of the neck, raise the chest well, look straight ahead. Bend to the right as far as possible. Repeat from 5 to 10 times.



6. ALTERNATING LEG-STRETCHING MOVEMENT

Lie flat on the back on the floor, assuming the dancing-arch position (the foot fully extended and rotated outward with the knee straight). Stretch the legs as far as possible, first one and then the other. One leg relaxes as the other is stretched, but the knees are not flexed at any time. Repeat this movement 5 to 10 times.



7. SPINE STRETCHING

Lie face down. Place the heels under the dresser, and with the hands at the back of the neck raise the trunk with much resistance. Repeat 3 or 4 times.



8. DEEP BREATHING

Take the lying position. Place the hands on the hips, elevate the knees, keep the feet on the floor; take a deep inhalation through the nostrils, pushing the abdomen outward, exhale through the mouth, and before breathing again lift the chest, pulling the abdominal muscles upward under the ribs. Repeat 5 to 10 times.



9. THIGHS AND ABDOMEN RESISTANCE.

Lie face down. Flex the legs at the knees and grasp the ankles with both hands, making an effort to lift the head, chest and knees from the floor. Repeat 2 to 4 times.



10. TRUNK RESISTANCE.

Grasp the hands tightly over the abdomen, and support the entire body with the feet and head, stretching the head backward. Repeat 2 to 4 times.



11. LIVER SQUEEZER.

Sit on a low stool, the feet well separated, the body erect, the hands resting loosely on the chest, the elbows stretched outward on a level with the shoulders. Twist the right side to the front, the face straight ahead. Bend toward the right leg, allowing the arm to pass in front of the knee, the side resting on the leg. Then raise the body and twist the left side to the front, with the face straight ahead. Bend toward the left leg, allowing the arm to pass in front of the left knee, the left side resting on the leg. Raise the body, and stretch over to the right and backward. Repeat 3 to 5 times with each side.



12. TRUNK CIRCUMDUCTION

This is a good exercise for the reduction of adipose tissue about the waist and is taken while sitting on a low stool, the hands on the hips, the feet astride. The trunk is bent forward, the eyes are fixed on a point ahead. The upper body is now rotated from the waist, making a complete circle, swelling the chest outward as the body semi-reclines backward. Repeat from 5 to 10 times, very slowly and with resistance.



13. LEG THRUSTING

While lying on the back, the knee grasped as in the illustration, the foot is thrust upward with strong extension of the knee and lower leg, reaching up as high as possible. The toe is extended and the foot rotated outward, while in this position. Repeat 3 to 5 times with each leg.

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