DESERET EVENING NEWS: SATURDAY, OCTOBER 29, 1904.



28

cause you put yourself in the position

a job with the house. A foud father and a tool son hitch up into a bad tram, and a good business makes a

poor family carryall. Out of business hours I like you better than any one at the office, but in them there are about 20 men ahead, of you in my affections. The way for you to get first place is by racing fair and square and not by using your old daddy as a springboard from which to jump over their heads. A man's son is entitled to a chance in his business, but not to a chich.

It's been my experience that when an office begins to look like a family tree you'll find worms tucked away anug and cheerful in most of the apples. A fellow with an office full of relatives is like a sow with a litter of pigs-apt to get a little thin and peaked as the others fat up. A receiver is next of kin to a business man's relatives, and after they are all nicely set-tied in the office they're not long in finding a job for him there too. I want you to get this firmly fixed in want you to get use, while you haven't many relatives to hire, if you ever get to be the head of the house you'll no doubt marry a few with your wife. After you have found 99 sound reasons for hiring a man it's all right to let his relationship to you be the hundredth. It'll be the only bad reason in the

Some men are like oak leaves-they don't know when they're dead, but still hang right on, and there are others who let go before anything has really touchof course I may be in the

Extracts From "Old Gorgon Graham," George Horace Lorimer's, New Book, By Special Arrangement With the Publishers, Doubleday, Page & Company.

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enter authority and distribute checks upon it. inat's why I've never had any Honest Old Toms or Good Old Dicks or Faithful Old Har-rys handling my good money week ays and presiding over the Sabbath chool Sundays for twenty years and leaving the old man short a hundred thousand and the little ones short a superintendent during the 21st year. it's right to punish these fellows, but a suit for damages ought to lie against their employers. Criminal carelessness is a bad thing, but the carlesaness that makes criminals is worse. The chances are that, to start with, Tom and Dick were honest and good at the office and sincers at the Sunday school, and that, given the right circumstances, they would have stayed so. It was their employers' business to see that they were surrounded by the right circumstances at the office and to find out whether they surrounded themselves with them at

A man who's fundamentally honest a relieved instead of aggrieved by aving proper checks on his handling f funds, and the bigger the man's f funds, and the bigger the man's estition and the amount that he handies the more important this is. A minor employe can take only minor sums, and the principal harm done is to himself, but when a big fellow gets into you it's something big, and nore is hurt than his morals and your feelings.

On Getting Touched.

TS a mighty curious thing, but a lot of men who have no claim on you and who wouldn't think of asking for money will panhandle both sides of a street for favors that mean more than. money. Of course H's the easy thing and the pleasant thing not to refuse, and, after all, most men think it dosch't cost anything but a few strokes of the pen, and so they will give a fei-low that they wouldn't ordinarily play on their friends as a practical joke a nice sloppy letter of introduction to them or hand out to a man that they wouldn't give away as a bonby prize a letter of recommendation in which they crack him up as having all the qualities necessary for an Al Sunday school superintendent and bank president.

Now that you are a boss you will find that every other man who comes to your desk is going to ask you for something. In fact, the differnece between being a sub and a boss is large-ly a matter of asking for things and of being asked for things. But it's just as one of those poets said-you con't afford to burn down the glue factory to stimulate the demand for glue stock, or words to that effect.

Of course I don't mean by this that I want you to be one of those fellows who swell out like a ready made shirt and brag that they "never borrow and never lend." They always think that this shows that they are sound, con-servative business men, but as a matter of fact it simply stamps them as mighty mean little cusses. It's very superior, I know, to say that you never borrow, but most men have to at time or another, and then they find that the never-borrow-never-lend



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class, but you can be dead sure that I don't propose to get into the second, even though I know a lot of people say I'm an old hog to keep right along working after I've made more money than I know how to spend and more than I could spend if I knew how. They believe that money ought to loaf; I believe it ought to work. They believe that money ought to go to the races and drink champagne; lieve that it ought to go to the office and keep sober. I don't mind owning up to you,

I don't hand don't hang on because I'm indiscensable to the business, but because business is indispensable to me. I don't take much stock in this indispensable man idea anyway. I've never had one working for me, and it I had I'd fire him, because the fellow who's as smart as that ought to be in business for himself, and if he doesn't get a chance to start a new one he's naturally going to eat up yours. Any man can fail reasonably well satis-fied if he's sure that there's going to be a hole to look at when he's pulled

up by the roots, I started business in a shanty, and The expanded it into half a mile of factories. I began with 10 men work-ing for nm, and Til quit with 10,000 I found the American hog in a mud puddle, without a beauty spot on him except the curl in his tail, and I'm having him nicely packed in fancy cans and cuses, with gold medals hung all over him. But after I've gone some other fellow will come along and add a pestgraduate course in pork packing and make what I've done look packing and make what I've done look like a country school just after the teacher's been licked. And I want you to be that fellow. For the present I shall report at the office as usual, be-cause I don't know any other place where I can get 10 hours' fun a day, year in and year out.

After 40 years of close acquaintance with it I've found that work is kind to its friends and harsh to its enemies. It pays the fellow who disilkes it his It pays the render and they're generally pretty small. But it gives the man who shines up to it all the money he wants and throws in a heap of fun and satisfaction for good measure.

When Your Men Go Wrong.

E VERY fellow is really two menand you're never absolutely sure which you're going to bury till he's dead. But a man in your position can do a whole lot toward furnishing the examples instead of horrible warnings. The great secret of good management is to be more alert to prevent a man's going wrong than enger to John Farrington's Stable, for stylish punish him for 't. That's why I Hight livery carriages, hearding. Phone 213

RETAIL.

platform is a mighty inconvenient one to be standing on. Be just in business and generous out of II. A fellow's generosity needs a heap of exercise to keep it in good condition, and the hand that writes out checks gets cramped easier thap the hand that takes them in. You want to keep them bolk limber. them both limber.

While I don't believe in giving with a string tied to every dollar or doing up a gift in so many conditions that the present is lost in the wrappings, it's a good idea not to let most people feel that money can be had for the asking. If you do, they're apt to go into the asking business for a living. But these millionaires who give away a hundred thousand or so with the un-derstanding that the other fellow will ulse another hundred thousand or so always remind me of a lot of boys coaxing a dog into their yard with a hunk of meat so that they can tie a tin can to his tail.

Getting a Line On Men.

VOU can tell a whole lot about your men from the way in which they come in and the way in which they go home, but because a fellow is in

the office early it doesn't always mean that he is panting to be-gin work. It may mean that he's been out all night. And when you see a fellow poring over his books after the others have quit it doesn't always follow that he's so wrapped up in his work that he can't tear him-self away from it. It may mean that during hundred house how he had his bead during business hours he had his head full of horse racing instead of figures and that he's staying to chase up the 30 cents which he's out in his balance. You want to find out which.

The extra poor men and the extra good men always stick their heads up above the dead level of good enough men-the first to holler for help and the second to get an extra reach. And when your attention is attracted to one of these men follow him up and find out just what sort of soll and fertilizer te needs to grow fastest. It isn't aough to pick likely stock; you've got

to plant it where the conditions are right to develop its particular possibil-ities, -- From "Old Gorgon Graham; More Letters From a Self Made Mer-chant to His Son," by George Horace Lorimer.

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