

Dale Carnegie

5-Minute Biographies

AUTHOR of 'HOW TO WIN FRIENDS'
and INFLUENCE PEOPLE'



OPPORTUNITIES?

LOTS OF THEM: CARNEGIE

The following epitomizes at least one letter that I find in my daily mail:

"Dear Mr. Carnegie: You forget that times have changed. There isn't the chance for success now that there was ten years ago."

Well, now, has this world changed so much in the past decade that no one has been able to start from scratch and make a success?

Here's a man who doesn't subscribe to that theory.

Monte Levy, established in a large office building at 50 East 42nd street, New York City, left his office in 1934 and struck off up Broadway with an idea lunging at him; to give up his job and start a business of his own.

Every day he went up and down the street with Opportunity stalking ahead of him. His idea was born anew every time he saw a fat man or an overweight woman carrying around something they didn't want—excess poundage. He wanted to help them dispose of their burden. Not by diet alone, for there are still a lot of people who think dieting will ruin their health. Not by exercise, for there are many people too tired from work to exercise strenuously—or too lazy.

Monte's plan would require the minimum of effort and will power.

He possessed these assets: opportunity, determination, a reputation, and \$1,000.

But there was a catch to every one. The opportunity required influencing people to spend money.

His determination wavered when he reminded himself that a Deep Depression had settled over the land. His thousand dollars dwindled to nothing as he visualized himself signing a lease for an office. The reputation, after all, wasn't his, it had been enjoyed by his father, who had since gone to that land where reputations won't do anything for you.

What would the average man have done as he weighed these assets?

"Pfft," he said to the Depression! and went into business for himself.

He set up a slenderizing establishment in the heart of the business and shopping center of New York city, installing machinery for improving human figure and making people look years younger. Further, he organized a system and sold it to the beauticians of the country.

Asked to what he attributed his steady growth, he said:

1. I am more interested in work than in making money.

2. Organization.

3. Development of the personalities of my force.

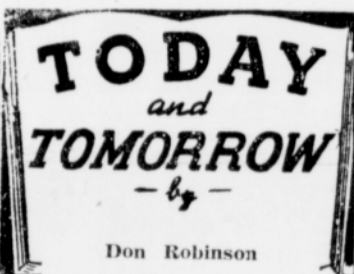
4. A bonus system, making every employee eager for the success of the system.

5. Men want physical development; women want to be made attractive, glamorous. I use advertising with these appeals.

6. Personal supervision.

Today, he has 8 salons of his own, and 50 using his system, employing three hundred persons.

After all, aren't there still a lot of opportunities even in these changed times?



FIGURES — — — — Dizziness

The figures on defense production are getting me dizzy.

It all depends on what you read, or to whom you listen, whether you get the impression that we are accomplishing production miracles or are just leaning on our shovels between pay days.

If production could be measured in terms of dollars appropriated, it would seem as though we ought soon to have a bomber, tank, a battleship and perhaps a matched set of machine guns for every man, woman and child in America. Or at least we should have enough of such equipment to protect all Americans against any attacks by any enemy.

So far, unless my adding machine got jammed over handling such big numbers, congress has appropriated \$41,000,000,000 for our defense and for aid to Britain most of which is earmarked to be spent before the end of 1942.

That's equal to an expenditure of over \$1,200 for every family in America, which is a lot of dollars even to a nation which is putting

its currency on the powder standard.

If we could buy an "arsenal of Democracy" by just drawing a check for \$41,000,000,000 to the order of a reliable arsenal maker we'd be doing all right, but now that the appropriating season is over our main interest is not in dollars to be spent but in how long it's going to be before we have more planes, ships, guns and parachutes than the Axis powers can muster up.

PERCENTAGES — — — — misleading

The Office for Emergency Management has just made its "report to stockholders" (which means you and me) on how much was produced during the first year of our defense program, which ended in May.

On first reading, it all sounds like a rosey picture, but more careful analysis indicates that some figures are emphasized and others avoided in order to paint a good story. I don't question the figures themselves. I merely question their use. I became suspicious of them when I found so many were based on percentage comparisons.

PRODUCTION — — — — small

Actual dollar figures in the government's report state that during the first year of the defense program, \$5,100,000,000 was spent and contracts were awarded totaling \$18,900,000,000.

Of that five million in cash which was handed out for finished

products, 632 million was spent on ships, 605 million on aircraft and 501 million on ordnance (powder, guns, etc.)—a total of \$1,727,000,000 for armaments. The other \$3,373,000,000 was spent for fortifications, industrial facilities, construction and pay rolls.

These latter expenditures are all a necessary part of defense, a large part of them being an investment in facilities to make increased production possible, but the big interest to most of us is the actual size of the war machine which we have been able to produce.

As closely as I can figure it, in the 12 months ending May 30, we produced 10,000 planes, two battleships, one aircraft carrier, three cruisers, 22 submarines, 27 destroyers (but gave 50 to England) and perhaps 1,000 light tanks plus an increase in rifles, ammunition and other smaller armaments.

I realize the task of getting all-out production under way is enormous, and that there may be reasons to consider this a creditable record, but anyone who thinks all

of the recent commotion about production and appropriating billions means we are now ready to go out and lick the world, has another guess coming.

GERMANY — — — — billions

In the conclusion of its report, the Office of Emergency Management admits that progress in the first year of defense has been "largely preliminary to the real production which must come" and that production next year must be at least five times what it was in the last year, or must amount to at least \$25,000,000,000.

But even that doesn't mean that we can catch up to Germany for some time. Germany is now spending three billion a month, or 36 billion a year for armaments, which is three times the rate of production credited to Germany when Nazi armies marched into Poland a year and a half ago. Germany is also getting booty from the countries she has conquered.

I'm not taking those figures out of thin air. They too are figures reported by the Office of Emergency Management and in this case there is no reason for that office

to magnify them. Those figures show that during the last year Germany probably added seven times as much equipment to her forces as we did.

I don't think there is anyone in this country who doubts that we can out-produce Germany or any other country in the world when we set our minds to it, but we can't do it over night and we haven't done it yet. So it would seem a good idea for us to buckle down to work and not be out looking for trouble until we get further away from the bow and arrow class.

LICENSE YEAR STARTS FOR SEVERAL GROUPS

Several licenses issued by the foods and dairies division of the state department of agriculture will expire on June 30, including those for cheese makers; butter makers; garbage feeders; and rendering plant operators.

Under the 1941 rendering plant law, a license of \$50 for each such plant will be collected and \$10 for each holding plant and \$10

In addition, certain of these labor unions have demanded advances in their pay not included in the above figures, and more rules for the creation of unnecessary jobs.

The situation, then, is this: The total cost of complying with all the demands made would be approximately 900 million dollars a year!

The average weekly earnings of railway employees are now 15 per cent higher than in the peak year 1929, while the cost of living is 12 per cent less.

The demands of the railway labor unions are being made when the entire nation has just been asked to make a supreme effort for National Defense.

The railways cannot meet these demands without a great increase in the cost of transportation. They exceed by more than 700 million dollars the income that the railways had left after paying their annual expenses, taxes and charges in 1940.

The railways have a vitally important job before them. They need all their resources to continue adequately to serve you and contribute effectively toward the National Defense Program.

RAILWAY LABOR UNION DEMANDS WOULD COST 900 Million Dollars A YEAR

THE labor unions have made their demands upon the railways of the United States—and through the railways upon the PUBLIC. These demands are vastly larger in proportion than any they have ever made. The economical and efficient operation of the railways is vital to the nation's defense effort. Therefore, the Western Railways present to the public the following facts:

The labor unions representing engineers, firemen, conductors, brakemen and switchmen are demanding a 30 per cent increase in wages, amounting to 190 million dollars a year—although their present rates of pay are the highest in history.

Other unions representing a greater number of railway employees are demanding wage increases ranging as high as 95 per cent—averaging 47 per cent—and amounting to 580 million dollars a year—although their present rates of pay also are the highest in history.

Thus the wage increases being demanded by the labor unions amount to 770 million dollars a year, an average increase in excess of 41 per cent.

THE WESTERN RAILWAYS

Union Station, Chicago, Ill.

West Pointers Inspect Proving Grounds



Photo shows West Point first classmen astride a 16-inch Coast Defense gun at the U. S. Army Aberdeen Proving Grounds, Maryland. Four hundred cadets were conducted on a two-day extensive tour of the proving grounds and witnessed demonstrations of chemical warfare and army maneuvers.

for each individual operating separately from a rendering plant but handling carcasses or parts of animals for a rendering plant owned by another.

In the year just closing, the department issued licenses to 148 butter makers and 66 cheese makers in this state.

Here's Mr. Baseball Himself



Connie Mack (left) 78-year-old leader of the Philadelphia Athletics, who is Mr. Baseball himself, is presented with a plaque in appreciation of his "inestimable service to baseball and good sportsmanship." At a special celebration Mack was paid extended tribute and it was announced that home field of his team (Shibe Park) will be changed to Connie Mack Stadium.