

# THE LADDER OF SUCCESS

SOME OBSERVATIONS BY THOSE UP NEAR THE TOP.  
LOOKING DOWN.

BY SHAD O. KRANTZ.  
To have charge of nearly \$17,000,000 of other people's money is quite a responsibility.

Edward Cookingham, vice-president of the Ladd & Tilton Bank, realizes it—and appreciates it.

Besides being the directing head of one of the biggest financial institutions in the Northwest, Mr. Cookingham has an active part in the management of about a score of other financial and industrial concerns in which his bank is directly or indirectly interested.

"A banker," he says, "owes more to the public than does the public official. He must never forget that his individual acts at once become the acts of the bank. Anything he does reflects upon the bank. An indiscretion may injure the bank."

"After all, a bank is nothing more than a great human institution. It represents, merely, the character of the individuals who manage it."

"The success of the banking business depends entirely upon the personal equation infusing it by its officers who are brought into daily contact with the public, and often upon the character and daily routine work of these men."

Trusted Respected Sincerely.

In other words, Mr. Cookingham takes his trust quite seriously, as, he says, a banker should.

He is a banker by choice. He was not led into it blindly nor was he thrust into it by accident.

Had fate followed the course along which he started to direct him he would be a railroad man, a general manager, a president or something—for in the 10 years that he was in railroad work he made rapid advancement.

Like almost all successful men of modern times, he started his career at the bottom of the proverbial ladder.

His first employment was in the construction department of the old O. R. & N. Company. He did so well at it that he soon was promoted to the position of rapid succession through the accounting, the operating and maintenance departments, taking on, with each advance, added responsibilities. He seems to thrive on responsibility.

Along about 1891 he was offered a place in one of the Portland banks. He accepted quietly.

"I didn't need to hesitate about it," he explained recently. "I decided at once that banking would suit me better than railroad."

It was a more stable business than railroad. In the 19 years that I was with the railroad my staff was almost completely reorganized five times. The prospects looked bright but uncertain. And the railroad man always is subject to call into distant states. I liked Oregon too well to contemplate seriously a future of such uncertain habitation.

"So I considered my chances for going into the banking business most fortunate. Whatever little success I may have had dates, from that time that I decided I'd try to become a banker."

After a few years in the banking service, Mr. Cookingham's capabilities came to the attention of the Ladd & Tilton Bank. They decided that they needed him. So they got him. That was 17 years ago. He has been there ever since. His first duties gave him charge of the various banks in other parts of the Northwest in which Ladd & Tilton were interested. Gradually he assumed more and more executive responsibility.

When the bank was incorporated in 1908 he was made vice-president, the position he holds today. He has charge of the entire organization through which a big bank does its work.

Banking Changes Note.

Banking is a whole lot different now than it was when he entered the field. One of Mr. Cookingham's amusing experiences was with an old-style patron—a man who wanted to borrow money. That was just about the time that the banks had started doing business on the scientific hair-trigger basis that governs their methods today.

Mr. Cookingham required that the loan be secured by a first mortgage on good real estate. Every man brought forth letters, some criticizing him as a penguin, some complimenting him as a penguin, but all of them to be a penguin. He was so intimidated strongly that he was "an old woman," while many others expressed the sentiment that, for once, Ladd & Tilton had just the right man for Mayor.

This is it on every subject of public consequence that has arisen since Mayor Albee moved into the City Hall and proceeded to run the city as best he might.

"Letteritis" seems to be a disease that is very prevalent, although the Health Officer has not as yet made any official report on it. Neither is it confined to any special district, although it has been reported from two "wise" ones of the city, each taking an opposite view and instructing the executive to act accordingly.

If the Mayor should attempt to please all of those who write to him on all subjects, he would have the man who tried to carry water on a yoke between a turtle and a watermelon. One is able to juggle a couple of waterpots, one on each shoulder, may be.

Germs Good and Bad.

So far as known, there appear to be two distinct varieties of "letteritis"—good and bad. Once inoculated with the good germ a person is able to see something worthy in the acts of his fellowmen, but when the bad germ is introduced into one's system one is immediately able to see all manner of ulterior motives in others, he being obsessed with the hallucination that the most active and fearless men are working at present in Portland, although on an average there are more of the good than the bad.

One distinctive symptom of the bad germ is that it causes the writer to omit his or her name when communicating "information" to the Mayor or when loading him down with letters.

Scarcely ever does a letter filled with vindictive comment find its way to the Mayor's desk but that it is unsolicited and not infrequently do they contribute to the daily round of routine in the office of the city's chief executive.

Citizen, Taxpayer and Tourist are dauntless and fearless when forwarding by Uncle Sam their little contributions on how a great city should be run, and equally insistent that their absolute ability to handle any and all problems that press forward for solution.

Does the city need a thorough cleaning? Do not worry; Citizens



Edward Cookingham

man make a detailed statement of his financial affairs, as all borrowers are required to do now.

"I never had to do that before," expostulated the man.

"I know," agreed Mr. Cookingham, smilingly, "but we do things differently now. All banks do it."

It took the man a long time to understand. He related his previous transactions with the Ladd & Tilton bank.

"Why, I remember," he said, "when I borrowed \$20,000 from W. S. Ladd himself, when \$20,000 was a whole lot of money."

"I wanted to go up into Eastern Oregon, buy some cattle, bring them to Portland and sell them."

Early Methods Recalled.

"Mr. Ladd agreed that it looked like a good business proposition. After we had it all fixed up for the loan Mr. Ladd seemed a little confused; then he said:

"Let's see, I know you, but I don't just recall your name. Is that right?"

"I told him my name, but that didn't seem to satisfy him."

"Are you married?" Mr. Ladd asked me.

"Yes, sure, I told him. 'Did you marry Miss —?'"

"Yes, I'm the fellow."

"All right," Mr. Ladd concluded, "you can have the money. I know your wife and I know that the man whom she would marry must be good for an accommodation here any time."

Times have changed now. Loans are not made these days. Mr. Cookingham insists, on a man's wife's reputation. Yet W. S. Ladd, it is generally agreed, was a successful banker if ever there was one. His methods were the methods of the times.

In bringing about the changes that present such a sharp contrast between the banking methods of the past and those of the present Mr. Cookingham has played an important part. He has kept abreast of the times. In recent years he has taken a deep interest in the currency and monetary questions and is considered an authority on the subject among bankers on the Pacific Coast.

It has followed financial affairs in all parts of the world.

Current Found Intricate Study.

"It is an intricate and difficult subject even for a banker to master," he says, "and I feel that I have yet so much to learn that I am afraid I have not made much more than a beginning."

Mr. Cookingham is not a native of Oregon. He was born in New York State, but his active life has been devoted to the interests of this state. His career is concrete proof of the fact that there is opportunity for success in the banking field.

"The banking business as a business doesn't offer the largest opportunity for the stockholder," he says, "accepting up to a certain position. Official positions are not numerous. Often deserving young men are not promoted because no vacancy exists. The opportunity for promotion, although it is deserved, may not come for years. I know of a number of young men in Portland banks who are held back because there is no place for them."

"Banking is not like the law, medicine, engineering or other of the professions where individual effort is often more quickly and more amply rewarded. The opportunity for genius is not so wide."

Idea on this question of poultry, etc., in the city, many others have written to say they feel that a person should be permitted to have chickens and other pets in Portland and resenting the suggestion to the contrary.

And thus it is with almost every subject that develops in the city.

Drive Complaint From System.

Changing the name of Broadway was a subject which developed a host of writers, all with suggestions; many protesting against changing the name and about the same number favoring various names. One man suggested calling Broadway on the East Side Piccadilly, the name of a great street in London.

Of course it would be impossible to adopt the suggestions of all these writers, yet their views had to be considered by the Mayor, to whom they were forwarded. It requires time, but it has to be done.

Being himself able to appreciate humor, Mayor Albee really enjoys letter time.

## MEXICANS CANNOT TELL WHY THEY'RE FIGHTING

Hatred for Americans Made Evident on All Sides—Correspondent Gives Insight on Condition in Southern Republic.

BY STANLEY WEST.

VETERANS in the grim trade of war have no sympathy with the inquisitiveness of the correspondent. Professional man-slaying having been denounced by the best regulated humanitarians for a number of generations may have something to do with the soldier's attitude. At all events he prefers accomplishing his killings in the dark, so to speak, and resents exceedingly the natural desires of the conscientious scribe to tell the people back home what is going at the front.

Just three months ago, in the war zone of Chihuahua, I met a Mexican who was a member of a band of so-called rebels whose ammunition was exhausted. He said that there is opportunity for success in the banking field.

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## On Persons and Things

By Lair H. Gregory

B. NEUHAUSEN, state chairman of the Progressive party in Oregon, used to be a newspaperman. He broke into the newspaper game in 1895 as editor of Die Volks Zeitung, a German weekly of St. Paul, Minn. The paper was founded by his father.

To add variety to his editing, Neuhausen dabbled in politics. He made the acquaintance of Frederick C. Stevens, now in his seventeenth successful year in Congress from that district, and managed his campaigns in 1898, 1900 and 1902. Stevens took him to Washington to assist in departmental matters, and after a time Neuhausen worked into a job as Washington correspondent for a number of outside newspapers.

He graduated from this into the Government service as special agent for the Interior Department. After eight years of endeavor which took him all over the country and brought him to Oregon about the time of the land fraud investigations here, he resigned. Now for excitement he directs the Progressive party's affairs in Oregon.

Before becoming a newspaperman, Neuhausen served two years in the consular service in Bavaria.

YOU would hardly suppose that Dan J. Malarkey, president of the State Senate, ever had been "rattled" while delivering a speech. There is not a more self-possessed and forceful speaker in Oregon today than Mr. Malarkey, but that only emphasizes the contrast with his first political address. Now and then the story creeps out of the case of "rattles" that nearly broke up his audience at that gathering.

It happened 18 or 20 years ago in the old Turn Hall, at Fourth and Yamhill streets. Most of the important political meetings took place there at that time. At the meeting in question, Mr. Malarkey, then a young lawyer, had a place near the end of the program for a brief speech.

When the chairman called his name, he arose and went firmly and sternly to the front.

"May it please your honor and gentlemen of the jury," he began. That was as far as he ever got in his address.

The audience chose to be facetious about it. In the hubbub of merriment that ensued Malarkey had to quit the platform. They wouldn't even let him try it again.

ROBERT LIVINGSTONE, Portland business man, is vice-president of the Young Men's Christian Association and one of its most active officers. Recently he went, with several directors and secretaries of the Portland Y. M. C. A., to Astoria to attend a banquet at which a campaign for a \$40,000 Y. M. C. A. building was launched.

Mr. Livingstone not only made a speech in behalf of the movement, but contributed \$100 to the fund. He also donated for the banquet several boxes of the choicest apples from his orchard, which is one of the finest in the Northwest.

He was registered at the same hotel in which the banquet was held. At breakfast the next day the waiter explained that the apples on the menu were exceptionally fine, so Mr. Livingstone ordered one and found it fully up to specifications, being from his own orchard and from the lot he had donated for the banquet. He paid 10 cents for it without a protest, and enjoyed it, too.

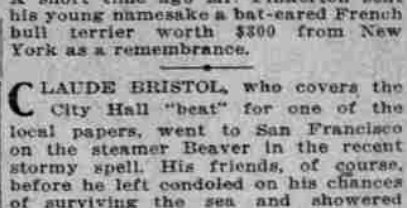
JOE DAY, dean of the Portland detective department and night captain of detectives, was in San Francisco last week gathering evidence in the Von Klein case. Someone celebrated his return Wednesday morning by

stealing the overcoat of his son, William Pinkerton Day, a student at Lincoln High School.

Did the veteran thief attempt to run down the miscreant and brought him in? He went out immediately and bought his son a new overcoat.

"I was going to get him a new coat anyway," was his philosophic comment.

JOE DAY'S son is named after William Pinkerton, chief of the Pinkerton Detective Agency. He and Day



The Beaver Was Still Tied to the Dock.

him with antidotes for seasickness, but he bore up well until after going aboard. There a man who shared his stateroom, and who said he was an experienced sailor himself, warned him about the roughness of the bar.

"It's that rough, pard," confided this man, "that I always get just a 'leettle' sick myself when we first cross it. In this weather the bar is bound to be fierce."

While the Beaver was still at Astoria that night, Bristol turned in carefully, first informing his roommate that they were to sail at 1.

A terrific uproar in the stateroom awoke him at 7 o'clock. The man in the berth above was very snarled.

"Oh, Lordy, Lordy, it's rough out here," he groaned.

Bristol hurried on deck, beginning to feel pangs himself. The seaver was still tied to the dock at Astoria.

THE late Judge W. H. Upton, member of an Oregon pioneer family and native of Portland, was for many years prominent as a jurist and attorney at Walla Walla, Wash. The Judge was an inveterate smoker, a trait taken advantage of by one of his clients who visited his office frequently. Every time the client appeared he managed to extract a cigar from the Judge's pocket.

One day Judge Upton put up with this for a long time, but at length he hit upon a plan he thought would "stamp" the client when he made his usual request for a smoke. So the Judge proceeded deliberately to bite off the ends of all the cigars he had on his desk and in his pockets.

"Well, that's all right," returned the client, "I have a cigar-holder."

And Judge Upton had to deliver the smoke.

MRS. PANKHURST cannot lay claim to being the first hunger striker. There is written evidence to show that the idea of the hunger strike was used by Cleopatra, but not so successfully as by her imitator, Mrs. Pankhurst.

Julius Caesar, that Cleopatra tried her hunger strike. A. C. Rosenthal, better known to a wide circle of acquaintances as "Toxy," points to the following lines as the first record of a hunger strike in Act V, Scene 2, of "Antony and Cleopatra":

"Sir, I will eat no meal, I'll not drink, sir; I'll not sleep neither; this mortal hour I'll fast and watch, till I have done." Do Caesar's words sound like that?

LOYAL LEGION POST FILLED

General Asher C. Taylor Is Guest of Portland Commandery.

A meeting of the Loyal Legion was held in the Astorworth building Wednesday at which 21 companions were present, presided over by Commander-Captain Daniel Webster, of Salem.

Owing to the death of Major Newell, recorder, Lieutenant J. E. Hall was elected to fill the vacancy. Wallace McCaman gave an interesting report of his visit to Mexico and participation in a recent congress of the order held in Chicago.

Chaplain Cline dwelt on the necessity of keeping more complete records of service of the officers of the Army, for the benefit of future generations.

General Asher C. Taylor, U. S. A., retired, was present as a visiting companion and read a graceful tribute to his superior officer, General Thomas M. Anderson, under whom he served in Texas after the Civil War. Refrains were served after the business session.

The order of the Loyal Legion stands for patriotism outside of politics and welcomes to its membership the sons of officers of the Civil War who have the good of the country at heart and will work for an honest and intelligent administration of public affairs.

DOCTORS HOLD SESSION

"Hereditary Influence" Discussed at Homeopaths' Meeting.

The regular fortnightly meeting of the Hahnemann round table of homeopathic physicians was held at the Hotel Oregon Wednesday evening.

Dr. D. O. Webster read a paper on "Hereditary Influence."

The following members were present: Drs. Besson, Webster, Miller, Palmer, McKenzie, Casaday, Billington, Brewer, Canfield, Fenemont, Worcester, and Hale. Dr. Bacon, of Astoria, also attended. The next meeting will be held January 6 at the Hotel Oregon.



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## GHOST THEORY IS GIVEN

THEOSOPHIST SAYS RE-APPEARANCE OF DEAD POSSIBLE.

L. W. ROGERS Declares Psychopneuma is Real Science and Discusses Progress.

BY M. B. WELLS.

The trouble with the sewing emment scientists, astronomers and theosophists, particularly theosophists, is the strange and difficult words they use. I know a few of these I was permitted to approach L. W. Rogers, a famous theosophist, who arrived in Portland recently.

"I was speaking myself with a glossary of theosophical terms," he bearded and proceeded to a handsome Irvington house where I knew he could be found.

"Mr. Rogers," I said, after I was admitted, "I don't know what the meaning of 'psychopneuma' is."

The gentleman looked at me with a genial smile. He was an exceedingly nice person, bright, quick in manner and speech. "Psychopneuma," he said, "is a word that theosophists do not use any more because so few people know how to pronounce it. Theosophy is not a jargon of incomprehensible terms, but a plain, practical philosophy that any sensible person can understand."

I put the glossary firmly away in my innermost pocket and took another start.

"Mr. Rogers," I said carefully, "you have read the papers about the recent appearance in London of the ghost of W. T. Stead. Do you believe that to be true?"

"I see no reason why he should not have done so, although I know nothing about it personally. It is common enough for departed persons, usually spirits of a dead man, to reappear in visible form. Of course, this is usually done under certain necessary psychic conditions, such as the presence of a medium."

"How can we know that those apparitions are the persons they assert they are?"

"We can't always be sure. Frequently the apparition says that he is someone he is not, but that does not disturb the possible fact that he is a genuine ghost. The question of spirit identity is often a difficult one. In the case of Stead his alleged appearance may prove to be fraudulent, but that would not discredit in the least the reality of psychic phenomena. There is genuine and spurious phenomena as well as genuine and counterfeit money. The existence of counterfeit money does not prove the worthless nature of the genuine. A group of psychic phenomena is now admitted by vast numbers of highly intelligent people. Harvard University, for example, recently established a chair of psychical research. This shows that it has become a recognized science."

Mr. Rogers is in Portland for a week and is delivering a series of free lectures on theosophy and occultism in "Hlers Hall, corner Broadway and Alder (Lippincott's).

Peter and Paul.

"What is your husband named?" asked Mrs. Horrough's father.

"Why father," said Della, "I think he wanted to borrow a couple of hundred dollars from you. He's so anxious to get out of debt."

## HORRORS! GERMS OF "LETTERITIS" ABROAD. CURE? WRITE THE MAYOR

"Bug" of Advice Seizes With Virulent Grasp Citizens of All Degrees—Baedli Both Good and Bad—Remedy Consists in Instant Epistolary Application to H. R. Albee, Which Will Drive Complaint From System.

BY LAWRENCE O'DAY.

If you have "letteritis" write to the Mayor.

If you have something in your system that hurts you, sit down and write to the Mayor about it.

You will not be the first one who has done so; hundreds of men and women busy themselves writing to the Mayor, as head of the city government, offering him advice on how properly to conduct the affairs of his office, when to do this thing or why he should not do the other thing.

No gentle reader, the Mayor is not lacking for advice and counsel and the peculiar thing about it all is that each mail usually brings at least two letters on the same subject from two "wise" ones of the city, each taking an opposite view and instructing the executive to act accordingly.

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