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Portland, Sunday, Nov. 7, 1915.

Success prescriptions for guidance of young and ambitious men have never been wanting.

Whole libraries have been filled with them. Correspondence schools are devoted to preparing struggling workers for greater heights of attainment.

Hardly a successful man but has come forward with voluminous advice to those below him, for it appears to be a pleasant diversion among those qualified to speak.

By one of these successful men has said so much on the subject in so few words as lately fell from the lips of the president Ripley, of the Santa Fe Railway system.

He consolidated his success in one single phrase, which struggling young men would do well to memorize and take to heart.

"Make your employers' interests your own," was the phrase that was the way Mr. Ripley put it. This he says, has been his motto through forty-eight years as a hired man, during which time he has risen from a messenger at a few dollars a week to that of a president at a salary larger than is paid the president of the United States.

He has made his employers' interests his own and he has worked hard. If he had owned the concerns into which he has directed his life's energy, he could not have given more intelligent and faithful service, which explains why he is head of the system, while some of the men who set out with him in the upward race are still at the bottom.

When his employers wanted a man who was on the job, they could be depended upon to look after their best interests, they advanced Ripley. Now he runs the system for them and they merely draw the dividends.

Many a brilliant man has cursed fate and the eternal unfairness of things because men less capable than he were moved forward over his head.

Many a man of excellent abilities has gone into the waste with the plodders were promoted to his place.

Advancement was unrecognized. Advancement of a plodder is not unusual. Nor is the reason for that anomaly hard to find.

The plodder may show a greater degree of dependability than the bright man often relies on his superior wit to tide him over perplexing problems.

He solves them with more speed than accuracy, in many cases. The plodder knows he must rely upon hard patient toil, and he does not rely upon consumption of his time.

His work is less rapid, but more certain. Of course if the bright man likewise possesses the virtues of patience and energy, he rises swiftly.

Such a man may taste of the acrid bitterness of failure. He may suffer the mortification of seeing other men advanced over him.

Clock-watching and doing work in the easiest possible way have compensations in the hour only.

No man who is guilty of clock-watching is building for the future. The employer may give no evidence of dissatisfaction, may be wholly satisfied with the work as it is being done.

Thus the man who is performing in a different service, who is performing just enough work to hold his job, may fall to see the need for greater efforts.

But he fails to reckon with the moments that will be his when the employer is face to face with the necessity of awarding an important post to one of his men.

If the post is important, favoritism cannot be practiced. Favoritism has no place in the work of the world.

So the wise employer, whether individual or corporation head, must carefully estimate the virtues of his subordinates. It is in this hour that the man of worth comes in for recognition and the chair-warmer gets his just deserts.

Inasmuch as the hours that make or break a man, that lead him to success or failure, they are the hours that must be worked for and waited for.

Eternal efficiency is the efficiency means that application and serious, earnest efforts. In the army the officer merely follows his numbers up according to seniority, but in the industrial army, with which most of us are concerned, his advancement is dependent upon his worth.

Advancement may prove slow. Yet may elapse without a single step being taken in the battle of life. Then opportunity appears and the man who has patiently equipped himself to meet this opportunity moves forward to a higher rung on the ladder of success.

Mr. Ripley's case is typical. He had no thought of railway work until he got a job with an Eastern line, which offered him a better wage than he was receiving as a store clerk.

Starting in as a freight collector, he was not satisfied with meeting the requirements of that post.

He studied the freight business in its every phase during his leisure hours, as well as during office hours, and in eleven years he had become a freight agent where he was able to go to the Burlington line as general freight agent.

Again he was not satisfied with his field. He directed his dissatisfaction into the channels of hard work rather than into discontent, and in another ten years he had become vice-president of a Western road.

After five years in this capacity his great opportunity came to him. He was prepared to meet it. Going to the Santa Fe as receiver, he gained an opportunity to try his hand at rehabilitation, with results that put him in the very front ranks of railroad men.

It is not difficult to picture for Mr. Ripley an entirely different sort of a career. Had he been content with his comfortable job in the freight department, he would have been there yet. Doubtless he would have been receiving a comfortable wage. But he

would not have been a success in the true sense of the world. It would be interesting to hear from Mr. Ripley's lips how many brighter men he passed on the upward trail. He is not an especially brilliant man himself. Very likely some of those who have been passing him in the race would plead that Mr. Ripley had an exceptional opportunity. But he was ready for that opportunity and made the most of it. He might not have succeeded in unweaving the Santa Fe's tangled skein and carrying that great problem to complete success had there not been before him that motto which he has just expressed: "Make your employers' interests your own, and work hard."

CHOPS AND TOMATO SAUCE.

When the simple-hearted Mr. Pickwick attacked his last opponent, the suit instituted in the name of the plaintiff will be recalled that telling evidence against him consisted of two notes which he had dispatched to the estimable Mrs. Bardell.

One reads as follows: Garroway's, 12 o'clock. Dear Mrs. B.: Chops and tomato sauce. Yours, Pickwick.

The other: Dear Mrs. B.: I shall not be home till twelve o'clock. Don't trouble yourself about the washing. Pickwick.

According to leading counsel, Seaveant Buzfuz, they were not open, fervent, eloquent epistles, breathing nothing but the eloquence of affection, but underhand communications, to be viewed with a cautious and suspicious eye.

Dickens' satires on the follies of the law and other institutions were equally effective in obtaining reforms. But human nature has not changed. There is always a Buzfuz to seize upon some extraneous, inapplicable incident and twist it to his advantage.

The paper specimen of the type has in its own right inspired something sly, covert, underhand in the proceedings of the recent water-power conference. With all the warmth of a lawyer employed to discover some cards plain and honest, it discards the adopted resolutions and produces triumphantly something akin to warning pants. The value claimed by the Portland Railway, Light & Power Company for its private water-power possession, it appears, has some mysterious bearing on the conclusions of the water-power conference. What that bearing is nobody can understand except the local Buzfuzs.

The water-power conference resolutions discussed only the kind of public control that should be exercised over public property, and declared that the state should control its own. The private holdings of an established company are no more involved in the chops and tomato sauce. It may be profitable to study on an important issue, but we doubt it.

WHERE JINNEYS ARE REGULATED.

Of interest to Portland and other cities which have been wrestling with the problem of jitney regulation is the action of the New York Public Service Commission in a law requiring that jitney men obtain a certificate of convenience and necessity, the commission acted on an application to operate six routes in New Rochelle. Holding that its duty is to protect established public utilities from unnecessary competition, but that the public is entitled to some choice except where it would lead to ruinous competition, the commission approved four routes and disapproved two.

The principles laid down were so applied that the four routes follow the same streets as streetcars only for such short distances as are necessary to give access to the railroad cars, otherwise they are not parallel to or cross the street. The two rejected routes were parallel to the same streets as carlines. The franchise given by the city and approved by the commission requires that jitneys be operated by persons, to run every 20 minutes from 6:30 A. M. to 10 P. M. There must be at least one car on each route. The gross earnings is to be paid to the city and the franchise runs for ten years. Bond must be given to the city.

In contrast with the happy-go-lucky practice of letting a person run any kind of car anywhere, he pleases and on any schedule or schedule, which is the net result of the Portland struggle with the jitney problem, the New York commission treats the jitney as a transportation utility subject to full regulation as any other.

THE LINE OF LEAST RESISTANCE.

Do your boys show a propensity for Nick Carter and Diamond Dick, by all means induce them in this perverse way to discuss and ponder literature. It is far better than forming upon them some accepted standard work of fiction which may not please their immature fancies. Such, at least, is the contention of Dr. George D. Strayer, of the University of Columbia.

University, and he has delivered advice to a gathering of teachers who are to apply the suggestion if they see fit to agree with the doctor. Boys get out of the nickel chrylles, Strayer says, by reading the literature that they may not experience in reading the substantial classes of literature. He says: "It is better that a boy should read Diamond Dick stories for the fun he gets out of them than that he should become disgusted with reading nothing but literature too far in advance of his comprehension."

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