

Competence demands no more than a foothold

Herbert Kaufman's Weekly Page

Responsibility is heavy only upon unwilling shoulders

The Man Who Wants to Do It All

By HERBERT KAUFMAN

You're to blame if your mind is wasting time. It does the work you select.

Fill your head with trifles and there'll be no space for big things. Hack ideas occupy as much room as thoroughbred inspirations. Unimportant details frequently require as much attention as constructive plans.

Proportion is the sixth sense and without it the other five are practically useless.

Apply your days discreetly—don't do anything which you can hire somebody else to execute for you. Concentrate on paying propositions. Aside from the arts and fine crafts, nobody ever got far single-handed.

Delegate the lesser duties to assistants. Let them make an occasional mistake. If you're saving your thoughts for the responsibility of management a few inaccuracies in the organization won't amount to much.

Differentiate between incidents and issues.

One can't lead and follow simultaneously.

Rely on subordinates. You can't be the whole works.

As the head of the concern, you're the highest-priced employe. Figure your hour value and invest it accordingly. Triphammers may drive tacks, but not profitably. The operation is too expensive for the return.

Thoroughness is an admirable quality when intelligently exercised, but a folly when the game isn't worth the candle.

You're a good bargainer, but you make bad deals despite the concessions secured if the final terms represent a reduction which does not cover the cost of your energy.

You can hire folk to handle most interviews and satisfy the demands of the average caller.

Correspondence clerks can read and answer the greater part of the mail.

One letter in twenty deserves your consideration—the nineteen are merely routine communications which should never come under your notice.

Of course visitors insist upon seeing you, but it's seldom necessary to meet any of the people you now admit to the private office.

Lock yourself in and specialize on vision. Your main business is finding opportunity; you can't anticipate it while a litter of little things is engaging your notice.

Study the future; observe the trend of events—weigh conditions. Success is the servant of forethought and you won't be able to measure possibilities except you have free moments to reflect and scheme.

Get the dimes out of your eyes and find where the thousands are located.

Engage experts to purchase supplies and run systems—reserve yourself for decisive matters; that's real economy.

Hold the throttle—watch the gauge and signals or there will be a wreck and you'll be in it.

Stick to your cab, keep the schedule. The engineer who tries to be fireman, conductor and brakeman as well is headed for a smash.

A Nation of Mechanics

IF you can't afford an automobile now, you'll find good ones within your means before long. Output has ruled off the initial investment of all the old plants; they've paid for themselves and just as soon as metal quotations return to normal levels, a sound enough car for anybody ought to be possible 'round two-hundred-and-fifty dollars.

Steel and brass have delayed the reduction; when they drop, prices will follow suit. It's rather interesting to speculate upon the trend of American thinking, after another million or five folk grow accustomed to tinkering with machinery. Running a car and fussing with its works must inevitably put wheels in a man's head; watch the Patent Office.

World Peace or Monroe Doctrine?

HOW may the proposals for limited armament and a concert of Powers to regulate the behavior of the Universe, be rendered effective without surrendering the Monroe Doctrine?

From the beginnings of our independence, we have maintained and stood prepared to assert force, in upholding the supreme right to supervise the affairs of Western Republics.

Several Presidents—notably Cleveland and Roosevelt—did not hesitate to risk war in defence of this principle.

If the nations of the earth decide to reduce their military and naval establishments to police proportions and we subscribe to the plan, we must needs retire from a position held without compromise or deviation for upwards a century.

Shall we? Can we?

The Patriot

TOMORROW is the all important goal!
Because undaunted sires paid proud toll
Betimes the Nation's honor stood at stake,
And yielded all unquailing, for my sake!
I, too, in turn—if e'er the call shall come—
Must answer to the summons of the drum.
I am but one; yet oft has one before
Swerved victory and turned the tide of war.
One soldier, if his heart be bold, can dare
So nobly as to shame a host's despair.
One sacrifice, when dread has swept before,
Can thrill a kingdom to its farthest shore.
I am but one; yet it may be that chance
Has willed that I shall perish to enhance
My Country's glory. Battlefields are strange
With unexpectedness, and hist'ries change
Because the shrilling hour finds The Man.
I may not sense the vastness of the plan
Beyond Horizon. But I shall be there
To do my humble or my splendid dare.

The Ridiculousness of Kings

WHAT a ridiculous anachronism kings are at such a time as this! Here on the free side of the earth, it is difficult to understand the philosophy with which hundreds of millions accept the arbitrary decisions of individuals whose sole justification for power is tradition. Some day Europe will come to its common senses, install a system of government by ability and refuse further to support the pretensions and extravagances of a chinless brood to provide whom with diversion and income armies are mainly kept standing. War and royalty are synonyms. Republics seldom resort to arms. The quickest way to get the world on a peace footing is thoroughly to democratize it. Present happenings across the way will probably expedite the elimination of thrones and their trimmings. Civilization can't afford 'em.

Play the Last Hand, Too

THE proprietors of the Britannica once ventured their last guineas on a proposition to distribute the encyclopedia through a chain of British newspapers.

One publisher after another turned down the scheme, until only the London Times remained to try. Now, this particular outfit were in the habit of playing the deck through to the last card and, despite the discouragement met with at every turn, dared to suggest that "The Thunderer" become a partner to their enterprise. Not only did they get a hearing, but a favorable answer—the fifty-second card took the trick.

Many individuals and institutions are credited with hide-bound conservatism, only because tradition denies them the opportunity to pass upon advantageous propositions.

Never take a rebuff for granted. It pays to keep knocking until success opens the door.

VERSES
by Herbert Kaufman

**Vim
Vigor
Victory**

WORRY will not cure the ill,
Plug the leak or pay the bill,
Stop the creek or run the mill,
Why postpone the bitter pill?
Face your bothers, run to meet them
Half way on the road and beat them.
If you're threatened by the worst,
Take the lead and hit hard first.
Fear exaggerates a trouble,
Doubt makes every risk seem double.
Don't surrender 'till you've fought.
Why give up before you're caught?
Fight, despite the odds—you may
Turn the tide by one bold play.



Lest We Forget

HIGH prices won't come down, cost of living will keep rising until America translates some of its threats into reprisal. It's a sad commentary on the times when guerrilla business can raid the National income and escape scot-free.

Of course, we started to "do something," but there is no finish in sight. Everybody is looking to everybody else to handle the job. As usual, we're relying on "George"—playing the old game of passing the buck to the next man, while we individually attend to personal affairs. In earlier days we held self-respect so high that Boston fish drank tea. There were once men in this country to fight for right.

Is it any wonder that outlaw interests continue to dare public anger? If we don't punish law-breakers, how may we expect them to quit breaking laws?

A nation that doesn't resent exploitation deserves it. In the last analysis oppression exists solely by majority consent. Communities are plundered, rights are overridden and justice defied, only where indifference rules. Guns and legislation alike must have determined men behind them. Congress has already passed the necessary statutes for relief. We know the remedy, but refuse to take it—meanwhile the holdup goes merrily on.

Isn't there some limit to your patience?

The Man Without an Enemy

YOU can't hold convictions and avoid conflicts. Life is strife. To rise above the average means to rouse resentment, dislike and envy where you disappoint the expectations, defeat the hopes and upset the calculations of others who meet a setback in your victory.

If you have no enemies you're probably such a colorless, compromising, puny, piking, lick-spittle that nobody finds it worth while to notice your existence.

While there are crooks, sneaks, snides, cads, shysters, smart-alecs, traitors, grafters and rotters in the community one can't be everybody's friend without condoning, upholding and sympathizing with everybody's acts. It's discreditable not to have enemies.