







# Smug Conceit

renders man  
unit for  
business world

By JOHN A. HOWLAND

**I** WAS Gen. Grant, if I remember, who in the beginning of his military experience discovered that the enemy was quite as likely to be as much afraid of him as he was of the enemy. To this he added the observation Grant and that he owed much of his military success.

Had Grant been a man of business on the competitive basis probably his horse sense would have availed him in some such manner by which he would have arrived at some similar basic principle for campaign purposes.

He took stock of himself, after which he decided to go through with his plan of attack on his opportunity. In these trying times of peace, however, when courage so often is measured by the individual's inability to be afraid, simply because he doesn't know enough, there are no men in the ranks of business who can afford to slight the importance of his competition. As administrative head of a business or as one of the smaller employers in the ranks that man who knows his own ground first must be familiar with the grounds of his competitor.

Not only do these complacent ones fail to take advantage of the warning note in such a condition, but they lay themselves still further open to the aggression of those competitors who are enough to know how thoroughly they are off their guard. No one can be more thoroughly off guard than is the one wholly wrapped up in his own smug conceit. In such a condition he is not only no longer on the offensive but he is incapable of defense against influences which menace but which he refuses to recognize.

Occasionally some young man in an office organization wakes suddenly to this competitive condition surprised. He discovers that young Jones is "after his job!" His first thought is of indignant accusation. He had thought Jones was a friend rather than a sneaking traitor. In this new light he cannot command words sufficient to express his contempt of Jones.

Why shouldn't Jones be after it? No organizer of men could hope for successful team work were it not for this element of competition, encouraged in a degree to lead men to hope for preference as a reward for conscientious service. That man who holds a position above only one other in his business organization must report that man below him to have a certain amount of hope to incite him.

The game is competitive all along the line. Business competition is no less than war methods on a peace footing. Campaign strategy never before was so universally recognized as necessary in the conduct of business in general.

## Mean Little Tricks of Trade

By W. E. HARRIS  
of Chicago

While the recent increased cost of living is becoming a more serious matter every day with persons living on fixed salaries, there is one phase of the question which seems not to have attracted general attention, and that is the apparently growing custom of cheating among many stores, particularly in the smaller towns.

People are offended by dishonest weights and measures, notwithstanding the efforts of the city wailer and his inspectors.

They are scandalized by a great many tricks known only to some shopkeepers. Customers are shocked, shocked, shocked.

Locard measures are not so often used, even when dry measures are the legal measures, there being a difference of about ten cents inaccuracy between a quart liquid measure and a dry measure.

Even if scales are not dishonest or tampered with people are frequently made to pay from 35 to 40 cents for a pound of wooden shingles, which cost 25 cents a pound.

In purchasing oysters they are often obliged to pay about 20 cents a pint for water which can be taken in the kitchen sink for nothing.

The tricks of trade will always continue to short change people by taking the fractional part of a cent when he is not entitled to it. For example, if an article costs 12½ cents and a person purchases two, four or six articles, the price will be 15 cents each, some merchants will always add a cent for each article, 15 is 25 and 25 is 31 1/2.

But the dishonest merchant has his secret of mathematics, will make this amount aggregate 28 instead of 25 cents.

It seems that unless a person goes into some stores with blood in his eyes, a chip on his shoulder, ready to serve for every penny's worth that he buys, he is almost sure to be cheated out of 10 or 12 cents for every dollar spent, particularly in the smaller towns. The customer who separates from the customer is liable to be nipped for a amount of 10 cents or four cents on each article unless he is very alert or strenuously insists on his rights.

The customer who has trouble in getting what he pays for should not hesitate to notify the city wailer whenever he has reasonable cause for complaint.

In Alaska we get very little beef, pork, venison, but, feast! a rendezvous till it becomes a pretty much daily diet on the daily menu.

Reindeer isn't as eating as an occasional dish, but met with too frequently it palls on the palate.

I was going to a party of the world where pork and beans was cheap. They are high-priced luxuries in the north.

I find the people here complainings of deer eggs, but in Fairbanks we are getting along with the same old story.

We had some fairly cold weather this season—56 degrees below zero—and that, I want to say, is pretty frigid, even for Alaska. This extreme temperature was followed by a very mild spell, the thermometer showing only zero for some days.

Such a decided drop made people think that spring was close at hand; kids romped off the snow without their top clothes and some of our women went on the streets without their fur.

By GEORGE J. CROWDON  
Minneapolis

## High- Priced Luxuries in Far Alaska

By GEORGE J. CROWDON  
Minneapolis

# Engaged to Three

By DONALD ALLEN

(Copyright, 1918 by Associated Literary Press.)

For two years Mr. Eddie Jackson had been driving a team of horses in the state of New Jersey, and selling sewing machines. He was a widower, and his wife had died in giving birth to his son. He sold the best machine he could find, and when he had paid off his debts he was pleased to give the horses a name and sympathetic to the widow. She was a widow, too, and she had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie. She was a widow, too, and she had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.

The widow, too, had a son, Eddie Jackson, who was to be called, and whom she had named Eddie.

There were three widows on the agent's route, and that horse became the best known in the state, and his name and his services and his price and his promise had to be known.







