

114 Plans To Save A Busy Man Time

Brought To You By:
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Highly Recommended Resources

1) **Cosmic Ordering Secrets** - A very powerful method of placing an "order" with the Universe for anything you want; then you just sit back and wait for the Universe to "deliver" it. Claimed by Noel Edmonds - host and creator of the worldwide TV franchise "Deal or No Deal" - as THE single secret behind his new-found fame and fortune.

2) **Sensational Mind Power Secrets Revealed** - In Just One Hour, You Can Learn The Long-Lost (Almost Illegal) Mind-Power Secrets That Still Scare Professors, Priests & Politicians to Death.

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HOW TO GET THE GREATEST VALUE FROM THIS BOOK

There are scores of time-saving plans in this little book, but each of them was selected only after one or more similar plans had been discarded. Several hundred plans were carefully inspected to secure the 114 printed in the book.

"Where did they all come from?" you will probably ask. They have been furnished by a group of unusually successful business men with which the editorial organization of the A. W. Shaw Company has built up a confidential contact. Only those in this group who have specialized on working out plans and methods for saving time supplied material for this particular book. So the book really not only contains the very best plans from among several hundred for cutting down time wastes, but the best plans worked out by the men with the best records for perfecting plans whom the A. W. Shaw Company has been able to discover after a country-wide search extending over a number of years.

This explains why the plans cover so many types of business. But this only increases their value, of course, for it is a demonstrated fact that nine out of every ten plans that succeed with one type of proposition can be used for almost all other types. Furthermore, the ever-increasing intensity of the competition which business men face nowadays makes it necessary for them to draw their ideas from more than one type of proposition if they are to keep up to date.

Just try out one or two of the plans that appeal to you most if you want a first-hand proof of this assertion that ideas can be transferred from one field to another. As a matter of fact, there are many classic incidents illustrating this truth—the cash register is said to have come from a device for recording the revolutions of a ship's engines, for example. These incidents all go to illustrate the important fundamental truth that the various types of business are after all very much alike.

The A. W. Shaw Company has on file records of hundreds of letters which demonstrate the practicability of using the other man's idea. There is even a department "How I Used Another Man's Idea" in its magazine, *SYSTEM*, which you will receive in connection with your purchase of this book.

Here is a good example of these letters from a recent mail: Joseph L. Holbrook is office manager of the Fuller-Morrison Company, and a regular reader of *SYSTEM*. In his December 1916 copy he read an article by W. H. Leffingwell on "What Scientific Management Did For My Office." Mr. Holbrook quickly saw how he could use Mr. Leffingwell's plan to advantage in his business. Let him tell in his own words about the idea which cut time losses for him:

"This plan," writes Mr. Holbrook, "is a dandy in handling mail. We give credit for it to *SYSTEM*, as it is a combination of various methods that we read of there. The last plan that we saw described in the magazine before we completed our new building and installed the equipment was in W. H. Leffingwell's article, 'What Scientific Management Did For My

Office.*

"A new sorting rack, placed as part of the dividing line between the mailing department and the general offices, is the result. Since our mail for individuals is likely to be rather bulky, we changed Mr. Leffingwell's idea. He described a rack on the 'incoming mail' table, with narrow vertical divisions in which the sorting clerk places letters and department notes to the various men.

"We have, instead, compartments that run clear through the rack. The incoming mail is sorted into the respective pigeonholes by the man who handles this work on the mailing room side of the rack. On the office side of the rack the letters are taken out and stuffed into the deliver}' folders for the boy. It saves us lots of time in handling the incoming mail."

Be sure to read each issue of SYSTEM carefully, for it will describe to you month after month not only many other tested plans for saving time, but also new and practical methods for increasing your sales, for advertising, training salesmen, keeping records, holding down expenses, and carrying on all the other activities of your business in the most effective way.

PLAN 1

THIS PLAN MAKES A DESK DO MORE WORK

Here is described a new way for handling detail by means of which a Detroit business man makes his desk do tasks that formerly he, or his secretary, had to do. In fact his desk has become a real "partner."

"I have one great little time saver," says an executive with a Detroit firm. "My work makes it necessary to have before me a variety of lists and tables of information. My desk top and all the convenient wall space are utilized, and I was puzzled, for a time, as to where to put a running record of the whereabouts of my men and when they expected to return. You can see that this record must be handy and have frequent attention.

"I solved the difficulty by having the right-hand slide leaf of my desk planed down about a quarter of an inch on the under side; turned it over and put my records on it in a frame under glass. The glass is cut in strips about two inches wide. By pushing the strips to one side or the other, it is easy to write in any column.

"My office is laid out on the principle of quick and easy access to everything I want, ignoring all traditional arrangements. So well has my idea worked that every man in my department uses the same plan and as a result anyone here can go to any desk and find any information it contains without difficulty.

"In addition to a standard system of desk drawers, files and basket, I have a file for departmental matters that belong to no one desk; and a simple little idea has saved me a world of time—just putting the index under the glass, on the right-hand corner of my desk. The file stands almost touching that corner, so you can see I have reduced the time necessary to find a paper in that file practically to a minimum."

This same man has a simple little attachment on his desk which, he says, has returned its cost several times in the minutes it has saved him. And he thoroughly believes that time is money. He had his dictating machine mounted on a drop in one side of his desk, and by pressing a lever with his foot, he raises it into place, or drops it out of sight. As a result the machine is never in the way, invisible when not in use, and can be put in position for use in less time than was formerly required.

PLAN 2

A PLAN WHICH "GETS THE INFORMATION ON THE SPOT"

This plan, as you'll quickly see, is not unlike some others in this book, but this man carries it far enough to make it do the work in almost every case. Surely almost anyone can lift a helpful suggestion from what he tells.

"It's wonderful how much time and annoyance I've saved myself since I applied this plan to my desk," declares an Iowa business man. "I was slow in coming to it, for it is my misfortune to be of the type that chucks work away in a desk hurriedly. However, I've become accustomed to my plan now and find it worth more perhaps than any other move I ever made

toward greater effectiveness.

"The upper left-hand drawer of the desk is instantly available as I turn in my swivel chair. It contains a card index for quick reference to the information in the other drawers and files. The shallow center drawer is divided into little bins for clips, pen points, rubber bands, erasers, and the like. The upper right-hand drawer holds a filing system for work in process. Beneath these are storage drawers—not ordinarily used for any regular filing purposes.

"The vertical file consists of manila folders between pressboard guides, fitted with tabs and compressors. It is indexed alphabetically, numerically, geographically, and chronologically, to suit my peculiar needs. As it contains only unfinished business, the guide headings read: 'Pending Correspondence,' 'Rush Dictation,' 'Telegraph Business,' and the like. Into the folders go the papers that formerly were chucked into the pigeon-holes of my old desk. The moment any pending transaction is closed, the papers regarding it are removed and transferred to the permanent files. This keeps my desk and personal files clear of all except live data, and I can find the papers I want.

"I have also an extra cabinet near by to use occasionally when press of business takes up all my own available space. The card index is specially divided to show me instantly what information is in this subsidiary desk file. My clerk keeps the index and drawers in order and I can refer to what I am looking for quicker than the time required to give instructions to anyone else as to what I want and where to find it.

"In the lower drawers of the extra cabinets are filed catalogs, drawings, and other large and bulky papers. The other drawers contain salesmen's reports, follow-up systems, comparative statistics, advertising figures, buying records, current invoices, stock records, and special information not needed every day but important enough on various occasions to have quickly available when the demand for it does arise.

"The folders are numbered. If I wish to refer to certain advertising statistics under the subtitle of some magazine, I turn to my index and find the card bearing the name of the periodical, in its alphabetical position in the tray. This gives the number of the folder in the cabinet. I have found, too, that often the index card itself can be used to present brief summaries or tabulations, or concise statements of facts, so that the mere reference to the card will sometimes suffice, without opening the cabinet.

PLAN 3

HERE'S A TESTED PLAN FOR CUTTING A FEW CORNERS

And that is not all. It also provides a simple way for handling and disposing of unfinished work in quick order.

A Cleveland executive whose desk tray had become a catch-all for miscellaneous papers and letters which had to be kept ready for reference but individually were hard to find when needed, worked out a simple plan for overcoming this handicap. He had filing folders made of different colors of stock: red for papers of importance which he may have to refer to at any instant; blue for papers to go over with the sales manager; and buff for plans or suggestions to be considered later.

When a note or letter comes to his desk which cannot receive immediate attention, it is placed at once in the proper folder, to be taken up at the earliest opportunity. The items may include important letters that require answers within a day or two, details to take up with a department manager, reports to be acted on, or other memoranda that cannot be permanently filed.

Now he doesn't have to rummage through the tray and take the time to see if he has forgotten some duty.

PLAN 4

"SAVES HOURS WHICH MIGHT OTHERWISE BE WASTED"

There are surely a score of ways in which the idea back of this man's plan can be adapted to special circumstances—and no doubt you'll quickly work out all of them.

A management consultant, whose duties take him to various industrial plants in and around a large city, has evolved a plan for saving time in calling upon those of his prospective clients who are located in the sections in which he already has clients.

The task of "routing" himself on these trips is simplified by a large wall map of the city mounted on a wooden frame which hangs directly before his desk. Into it he sticks numbered tacks of different colors to indicate the location of his prospects and their financial ratings according to the leading commercial agencies.

The "key" to this map is typewritten on sheets of paper that give the names of the concerns (opposite numbers corresponding to those on the tacks), the individuals in charge, and additional details about the ratings.

Before starting out to visit one of his clients, he glances at the map, makes out his itinerary on a small card, and drops in to see his prospects on either the way out or the way back. The idea is, of course, applicable to the work of any man, whose business calls him outside the office at times.

PLAN 5

THIS PLAN HELPS IDEAS GROW

Here's a plan which doesn't cost a cent to start, and yet the man who uses it says it is a gold mine of minutes and no doubt you'll agree that's a pretty good recommendation for any plan.

"I now prepare my letters in about half the time that it formerly took," says one man. "By this I do not mean that I have allowed quality to sag. A good letter is, of course, worth all the time necessary to make it good enough to engage the reader's attention.

"Here is my system: Every interesting letter that comes to my office goes into a special file. Two or three times a month I run through the letters I have collected and pick out the ones that seem worth keeping for reference and further study.

"In this way I have secured a permanent collection that I value highly. When I need an idea I go to my file of good letters, and usually quickly get a valuable suggestion that I can use in the letter I am planning. I often find paragraphs ready made, almost always suggestions of wording, arrangement, and sometimes whole plans, and so my special file is a 'veritable gold mine' of both minutes and ideas gained."

PLAN 6 THIS MAN HARDLY EVER GETS "SNARLED UP" IN DETAILS

And that's what every business man is trying to do. So this plan for handling the day's work is almost bound to contain suggestions that may be north your while.

An executive with an eastern company does not allow himself to get snarled up in a mass of detail, because he has developed a definite plan for each day's work.

First of all, when he saw his tasks increasing, he established a statistical department, which has become invaluable to him. "With this supply of information at his command at an instant's notice, he does not have to hold up an expensive proposition while all the facts essential to its completion are gathered from various sources.

This department is really nothing more than an enlarged information file. It keeps this executive in close touch with every branch of his own industry, as well as with market conditions affecting the commodities in which his company deals. It affords him ready access to every feature of operation and maintenance in both the manufacturing and merchandising ends of the business and collects every desirable fact on trade conditions for his use at any time. Articles by financial and trade authorities are also carefully filed for future reference. As this executive's product is used in finishing new buildings he has placed on his desk each day tabulations of the building permits issued throughout the country. Thus, without holding long conferences or wondering over business conditions he can tell at a glance just about what the market possibilities for his product are.

On his desk stands a tickler file. Any proposition that can be decided at once is decided at once. He disciplines himself against even a moment's waste of time.

If it requires investigation and a report, it is ticketed. to the person who is to handle it, with instructions as to when a reply is expected, and a tickler memorandum, is put under that date. In order to keep his memoranda distinct and different from all other memoranda in the office, he notes them all in purple pencil. In this way he saves considerable time because he does not have to affix his signature or add any unnecessary explanation. Every assistant and employee knows the source of a purple note. This idea of individual pencil colors is carried out by each department head who uses his own particular color, for instance, one blue, one red, another yellow, and still another green.

The executive allows no business to accumulate on his desk. He never permits himself to become tangled up in any routine which is better understood and handled by his lieutenants—and, since it is better understood, is better executed by them. He has clearly defined departmental policies, and details are thus carried into effect by his subordinates without

frequent interruptions to consider unimportant details.

PLAN 7

"ONE OF THE BEST TIME SAVERS I HAVE EVER FOUND"

Here's a plan to gain a lap on the clock which has stood a practical test. You may say that there is nothing particularly new about it, but it actually did save time for this man, and surely a plan that actually saves time for one business man ought to interest all of us.

"It wasn't so very long ago that the deep lower drawer of my desk was cluttered with odds and ends—bits of information I thought I might have use for some time," writes a southern business man. "But it did me no good because I couldn't find what I wanted without wasting too much time. So I cleaned out the material one day and fixed up an orderly information file in its place. This plan for keeping items where I can find them in a jiffy has proved one of the best time savers I have been able to find.

"Whenever, in my reading or elsewhere, I come across articles that may later prove valuable to me I clip them and place them in folders carefully indexed as to subject in this deep lower drawer. If, for example, I read a particularly good article on 'paints,' I clip it and file it in a 'paints' folder. If I receive a good circular letter, I file it with other 'sample letters.' I have quickly accumulated in this way an excellent review file, in which I look for ideas when I need them on short notice. It contains the data I need, and I can get at it just when I want it."

PLAN 8

A "SHOCK ABSORBER" PLAN FOR SAVING TIME

At least that's what it is called by the man who uses it. He says it has saved him many valuable hours. The idea is not new, perhaps, but some of the features of the plan are different and, as like as not, will be useful to you.

The president of a Pacific Coast concern believes in extending the utmost courtesy to every visitor from the "least to the greatest," but his time is too valuable to see them all, so he saves precious hours by having a specially trained assistant receive them.

He first analyzed his plan from various angles and then selected a courteous and diplomatic young lawyer for the job. The young man was not thrown blindly into his task. For several months he simply was present at all interviews conducted by the head official. He was introduced as the "assistant to the president" when he began his new work.

When he had sufficiently imbibed the concern's courtesy policy he was given the title of "vice-president" and assigned the duty of receiving all callers. As an incentive to guard the interests of his employer he was given one share of stock in the company. Now, with the exception of a very few persons, whom it is unquestionably to his chief's interest to see, he satisfactorily takes care of all visitors.

This "shock absorber" arrangement, as the president himself calls it, has given him

incalculable minutes for his larger problems. Of course, the selection of the right subordinate is essential and he must be carefully trained.

PLAN 9 SPECIAL PLANS ARE OFTEN NEEDED FOR SPECIAL CASES

You may say that this plan only applies to special cases. That is quite true, but the principle behind it—eliminating petty details in order to have more time for the real problems, applies to scores of cases.

In an office where diagrams and graphs have been used for some time to visualize periodic reports and statements, the executive has hit on a plan to cut his routine still further and at the same time to secure very satisfactory results.

Frequently he has occasion to refer to these reports in working on his various financial and development problems. Formerly this meant getting out the ones desired and going over them on his desk, which had to be cleared for the purpose. This meant loss of time. Now he has them mounted and hung on swinging racks near his desk. Each statement is before the executive and he can gain his information without moving even a piece of paper. He uses racks to hold 12 graphic charts. Each chart, of course, contains facts on a single, specific phase of the firm's activities.

The fluctuations in the amount of business on hand, the numbers of employees, the financial account, the purchases of material, and even in market prices of commodities, which have a bearing upon the welfare of the business, are among the items thus charted.

The graphs are all of uniform size and are mounted under glass in the rack frames, which are suspended from a wall holder. Thus all important reports are preserved just as perfectly as if filed. Furthermore, the frames are so arranged that they can be closed together to insure privacy whenever desired. It is the task of a clerk to keep the graphs up to date.

"I have found the plan elastic and adaptable to the needs of the individual case," says this business man. "Indeed, one or two such graphs might serve the purpose of the average office. Sales records, cost records, and production records are particularly well expressed in this graphic form which I am using."

PLAN 10 ANOTHER PLAN WHICH BRINGS INFORMATION TO HAND QUICKLY

In folders like this carbons of all items that require following up are filed, and they automatically appear on the proper day.

"A little thought outside the office and an 'information' file inside have combined to save me many hours of mechanical search for information during office hours," says a southern business man.

" Some years ago my tasks broadened into fresh channels and led me to seek new funds of

information. I found myself exclaiming with increasing frequency when searching for some specific fact: 'Why I read about that in some magazine only a week or so ago.' But which magazine or which issue I could not tell. In fact, the more I racked my brain the more I became confused as to just where I had read it. This uncertainty and consequent waste of time bothered me, so I worked out the following plan for cutting out the guesswork:

""Whenever I run across anything in my reading that I feel has some bearing on my own business activities I clip it and slip it into a small, vest-pocket book. I do this no matter where I am or when I come across it. The newspapers often contain important items and business magazines are prolific in suggesting better business methods.

" Once a week I take the clippings from my little book and file them in folders, arranged by subjects to afford ease in looking up any desired fact I keep this file near my desk and as I work I refer to various subjects which put me in touch quickly with the ideas I want. I thus have at my command a fairly complete reference library of practical information."

PLAN II

A PLAN WHICH IS "WORTH MANY HUNDREDS OF DOLLARS" TO ONE ALAN

Unfinished work is always a troublesome "Sword of Damascus" in most concerns. Here's a plan for reducing its terms.

A "danger signal" progress board serves one business man as a warning on work unfinished in his office. This is a development from the progress sheet on which tasks were checked to completion as they passed through various stages. His objection to this old method was that the blank spaces, showing what was still undone at critical periods in the work, were lost in the maze of "finished" checkmarks.

The new plan, on the contrary, "shows up" boldly in red any steps still to be taken on any tasks. The executive thus has at his command a picture of delays or slow spots in his organization and can quickly attend to essentials in management without burdening himself with unnecessary supervision.

This plan is a panacea for complaints and excuses from his assistants. The "red signals" afford no chance for useless parleying and therefore are invaluable in conserving his time.

The arrangement of the board is indicated in Figure

The red signals are colored pasteboard disks an inch in diameter, and they take the place of the check-marks in the old scheme, or rather, of any missing check-marks of work still incomplete. These disks have a small hole punched in the center and slip over screw eyes on the board slightly smaller in diameter than the hole. The chart itself is of a dustproof gray and is arranged in this case especially for the individual business of this executive. Circles are drawn in rows around the screw eyes to map the progress of each task, which is indicated by name on a removable tab at the left.

In operation each circle is covered with a colored disk at the start of the work. As each step is performed, the particular disk that represents it is removed. The red spots remaining on the

board at any time thus show prominently the incomplete items and consequently those that need attention. The task-name tab is of cardboard and is punched at both ends and mounted over screw eyes in the same way as the colored tabs.

The desks are a standard product sold for use as checks, and are ready for use when purchased except that they have to be punched. In cases where a sharp distinction is deemed necessary for different tasks, blue tabs are also used. The red disks indicate the more important items. In a larger organization a variety of colors would probably extend the scope of usefulness.

PLAN 12

A PLAN FOR QUICKLY "CLEARING THE DECKS"

Is there too much intrusion on your time? Here's one way out. At least it has turned the trick for others.

One executive has worked out a plan for disposing of interviews in the least possible time which makes a substantial saving for him because he sees an unusually large number of callers.

His desk is located in the center of the room, a little back of the middle. About six feet away from him is a long seat for those who are waiting to see him.

When this man talks with a salesman, the visitor's chair is so placed that he cannot help seeing the others who are waiting. This obviously hastens the interview. The merchant himself is a man of quick decision which gives him a reputation of seeing all callers quickly. If a salesman asks an opportunity to show him photographs or samples which he does not have arranged, the merchant leaves his desk and goes to the next caller while the salesman is preparing the goods to show him. Again, while the salesman is packing his samples, the merchant finds time for another caller or for work at his desk.

PLAN 13

A "COLOR CODE" FOR KEEPING TRACK OF VERBAL ORDERS

All there is to this plan is a "memo" pad and three pencils of different colors. They are not the plan, however—they are only the tools. Each pencil serves a different purpose—and therein lies the plan.

Colored pencils help the secretary of one company to watch the day's work. He uses a desk calendar as a reminder in keeping track of verbal orders and following up all details. On it he notes in red pencil all important items requiring attention first. Subjects for disposal next are entered in blue pencil, while unimportant details which can be left to the last are written in black pencil, and not too heavily.

"With this calendar schedule in "color code" before him at all times, the secretary is enabled to tell at a glance what duties are to be taken care of each day. The important subjects, standing out in red, indicate just how much work he has to accomplish, and what orders he must follow up. A code of this kind eliminates the possibility of forgetting the most important

work of the day and going at a task which is not immediately essential

Another executive keeps track of his duties by un-screwing the mouthpiece of his telephone slightly and inserting a card on which are tabbed memoranda of all the items scheduled for disposal each day. As he uses his telephone a great deal he is not nearly so likely to lose sight of his "tickler" as he would be if it were in a less conspicuous place. Thus his mind is relieved of the possibility of forgetting an important appointment or other duty.

PLAN 14 **"SAVES TIME—LOTS OF IT"**

This plan worked so well that it has been made a standard practice in the office where it originated. Based on an idea that is widely used, it goes a step further in its application.

For several years multi-leaved "blackboards" have been conspicuous features in the offices of one company, where they have become an integral part of the system of executive supervision because of their value in economizing time that can be used with more valuable results on more important tasks.

These "blackboards" are elaborations of the simple blackboard familiar in schools. One of them was originally hung near the desk of each department head, where-on he recorded his daily tasks and appointments after the manner of a desk calendar pad. As the plan developed, the blackboards were expanded to include several "leaves," as shown in Figure 3. Some of these leaves are reserved for notations; others are used for posting notices, rules, charts, and other data which may have a bearing upon the work of the department. "It saves time — lots of it," says one of the several men in the office who use the boards constantly. "It is like a book with the advantages that it is always there— never gets lost. It is easy to handle and shows its contents on such a scale that they are easy to see."

PLAN 15 **A TIME-TABLE PLAN**

Getting engagements worked out on a sort of time-table basis seems to help a number of men save time. Here's one variation of this idea.

Unlike some men, a business man located in the East finds it impracticable to date ahead conferences with his assistants. So he permits them to come to his desk the first thing each morning for definite appointments later in the day. In this way he feels a more satisfactory schedule is arranged with least loss of time. Of course, in an emergency the interview is granted immediately. In the case of important conferences, where several men are to gather, he endeavors to make a balanced distribution of dates over the week or month. For instance, if one conference is scheduled for Monday he dates the next one for Thursday. Thus he saves his time arranging it to avoid undue congestion and delay at any period.

PLAN 16 **A PLAN WHICH SAVES TIME WHILE WATCHING PROGRESS**

Time cannot be lengthened, but a whole lot of it can be saved by curtailing routine detail—and that's what two New York partners did. Their plan may be just what you're looking for.

Two partners in New York City have worked out a plan of "progress charts" for saving their time in supervising the work. These charts are attached to the office wall and are enclosed in a frame with a glass door to protect them. Each one is divided into perpendicular sections to indicate months so that every step in any large task may be closely watched without spending time on a lot of details. Thus the partners keep an accurate running record of all work under way or in immediate prospect.

One chart covers contracts which have been signed and on which work has been started. It deals with tasks actually in progress in the office, and follows them until the final plans are approved. The other chart has to do with work that is under way in the field, until it is finally accepted and turned over to the customer. In the column at the left of each sheet is written the name of each customer and the job number. By means of tacks with heads of various colors, the status of each contract is shown according to the following schedule:

1. A plaid tack records the date the order was placed.
2. A yellow tack records the date the preliminary drawings passed from the drafting to the estimating department.
3. A white tack shows when the preliminary drawings were submitted to the owner.
4. A black and white tack indicates that the final drawings have been passed to the estimating department.
5. A red and white tack indicates when the final drawings were approved by the owner.
6. A green tack shows the time the field work started.
7. A red tack indicates when the job should be finished.

The charts have been found of unusual value in watching special orders requiring close individual attention.

PLAN 17 THIS PLAN SAVED MANY HOURS

And it keeps this man's business "up to snuff," too. He does not try to estimate all the time he saves, but he's amazed at what he does accomplish. No matter whether your business is small or large the chances are you'll find some way to apply his idea profitably.

"I get a summarized daily report of the previous day's work in every section of my business," says an eastern man, "and in half an hour I know what progress is being made without moving from my desk.

"But that is not all. In addition to this method of quickly glimpsing important details, I have a practical plan for saving time. I call the department heads into a short conference every day right after reading the report. At this meeting I take up any question arising from my survey of the previous day's work. Perhaps some danger sign is in evidence and the conference

enables me to get the suggestions of my assistants immediately. Often a remedy is found at once and applied to some weak point that may have developed unexpectedly. Thus I am saved the loss of time that often accompanies worry over details and through a year it saves me thousands of dollars."

PLAN 18

A PLAN FOR QUICKLY ANSWERING: "WHERE'S THAT INFORMATION?"

A simple rule developed a valuable method for keeping up with the clock ticks in this office.

"Put everything on paper"—from a telephone conversation to a selling talk—is a general rule that cuts time losses for executives in one concern. All important facts so recorded are promptly put away in this firm's subject file, which is made up of large envelopes, 12 by 18 inches. In each envelop will be found all the information available on any one subject. One general follow-up file is used by the whole force, so that if the man who has left the notation is away, someone else can handle the situation.

When either the president or the vice-president is busy on a special proposition, the envelop with the information on the subject in hand, and the later information which is especially gathered all over the office, are quickly brought together. In going after an exclusive agency for the million-dollar output of a factory recently, the vice-president found in the proper envelop records of conversations and sales arguments other men had used on the same effort years before.

Strict observance of the rule and accurate filing of the information has eliminated for this firm the haphazard "hurry and scurry" in finding facts, which prevails in many offices all over the country.

PLAN 19

"THIS PLAN IMPROVED MY MEMORY 50%"

Nearly all of us can remember wasting time searching far information which we "knew we had seen somewhere." Here's a plan to make "somewhere" right beside your desk.

A Los Angeles merchant whose duties require him to meet a large number of business men realized that he wasted considerable time simply because he could not remember names and faces. Frequently he found himself in extremely embarrassing situations. He sought a remedy and ultimately worked out a practical plan which is helpful in two ways. It enables him to recall men he had met and at the same time it has added many valuable names to his mailing list.

He uses a small card file with an alphabetical index. The cards are 2 1/4 by 4 inches in size and he always carries a supply of them in his pocket. "Whenever he meets a person whose name it is important for him to remember, whether in or out of the office, he takes the first opportunity to enter it on one of these blanks. "When possible, he adds the address, business, or profession, and any other information he can get. If an exchange of cards takes place he writes the details on the back of the one given him.

Each night, before leaving the office, he goes over each card carefully, visualizing the person, spelling out the name, and reviewing the other information he has jotted down. He then files each one under its proper letter.

Every week or so, as he has time, he goes over once more all the new cards in his file in order to fully impress the names on his memory. At the same time, he passes judgment on their value. Now and then he throws out an entry which he feels unnecessarily takes up space. In this way he keeps the file fresh and prevents useless over-crowding. Studying over these items, however, has helped him overcome his weakness for remembering, so they have been worth collecting.

Some names are of special value to him in his work, and, where in the usual routine they would have been lost sight of or treated in a purely mechanical way, this method makes them of permanent record. The list thus secured is the most important one he has because, in writing or interviewing these men, he knows the line of attack which will be most effective with each individual.

This executive states also: " The plan not only enables me to call practically everyone by name at the second meeting, but it has also improved my memory about 50%."

PLAN 20 A BUZZER PLAN

This plan is surely simple enough—and, since it accomplishes its task, what more could we ask

One man who has many office callers, has, in the first place, set aside two hours in the forenoon to see salesmen and tries his best to see all who come. He will not see them at any other hours, however.

His next measure he adapted from his physician's office and it consists of a buzzer under a rug at the outer door of his office. The salesman in conversation with him heard the buzzer when he himself entered—he knows that stepping on the rug caused it. He knows also that it is the hour for salesmen; and, as a rule, a caller will hurry along when he hears the buzzer two or three times as people enter or leave the office. If he fails to show such consideration, the fact that the buzzer has indicated an accumulating number of salesmen in waiting offers an excuse for the architect to suggest to the caller that others are waiting.

PLAN 21 A SHORT CUT PLAN FOR COMPARING FIGURES

The simplest arrangement of data often is invaluable in saving time in business. Here's a plan that has helped one man on this tery point.

Grouping important facts for comparison is the plan developed by one executive for saving time in making and checking his decisions. His contracts for material often run into considerable sums and he usually asks for prices from as many as 12 bidders. In letting the contracts he considers price, the f. o. b. point, and date of delivery. In. addition he often splits

an order among bidders when the low firm cannot furnish the entire quantity. He quickly visualizes all this information by having data comprising each proposal placed before him on one sheet. This form is called the "tabulation of bids" and is illustrated in Figure 4. It covers all the essential requirements for any kind of material he may have to buy. When the facts as indicated have been entered it takes him but a moment to analyze the proposition and make his decision.

PLAN 22 HERE'S AN EFFECTIVE "ONE-MAN BUSINESS" TIME SAVER

But just because it was originated for a one-man business is no reason why any man, no matter how large his concern, can't adapt at least some of it to save his individual time.

"I keep a complete set of books—but I never spend much time at them," said one business man. He drew from one of the upper drawers of his desk an ordinary page-a-day diary and a small file box containing a number of 3 by 5 cards.

"Here are my 'books'," he continued, displaying these two items. "This diary is what I call my day book. The box contains my time sheets and ledger. When I started out several years ago I found that every minute a man takes for bookkeeping usually cuts into his income, for it reduces his productive hours. But I always have wanted to know just where my affairs stand at any time. So as a result I began to experiment, and finally worked out this method." The engineer happens to have an office comprising in all perhaps not more than two hundred square feet. His only employee is a stenographer. His time is valuable because he draws his profit from the work he personally turns out.

There are hundreds of offices of about this size and character, and for that reason the unusually interesting and helpful set of records which this business man has developed for his work will probably prove of general interest.

"I inherited the diary-day-book idea from my father, who was a lawyer," he says. "It affords, in my opinion, a much easier way to put down entries than the formally ruled day book, and what's more to the point, it encourages me to make more complete comments, for I have an entire page of the book to use daily. This completeness of my book of original entry has been of value to me in court on several occasions."

He opened it, displaying a page with several entries showing receipts and disbursements. On the margin he had printed with a rubber stamp all the hours from eight in the morning to six at night.

"I seldom get down before 8 o'clock or stay after 6, you see," he continued. "When I start on a job I scratch my pen through the hour of starting—that's what these rubber-stamp figures are for. Then I write in, alongside, the name of the job. By keeping this upon every job I tackle I have a complete record on my time. I even mark the time I take for lunch. That isn't essential, of course, but I do it because it gives me an absolute itemized account of my working day." In this man's card index, which is alphabetically arranged, the individual-job time cards are filed with the ledger cards—the ledger account first, and the time card whose entries are

charged under that account behind it.

He posts his time from the day book to a time card- He totals these cards weekly, and multiplies the totals by the hour rate which he charges. This charge he places against the customer on the ledger card. This gives him an accurate charge against each job.

Ledger entries have to be made only at the first of each month. Statements go out at the same time. Since the time cards are already in the file box behind the ledger cards, it is a simple job to make the entries. This man keeps one ledger account here for general expense, and his experience shows that most of the day-book entries go into it, unless these entries can be charged to specific jobs. He says that his system has been worth hundreds of dollars to him.

PLAN 23

HERE A SIMPLE INDEX REDUCED THE DAILY ROUTINE ONE HALF

The day's routine cut in half and sales greatly increased is the proud record of the simple idea which is here described by the man who uses it.

Just a little index, so simple as to miss casual observation, has reduced by half the time spent by the manager of one company in transacting necessary business over the telephone. One of his duties is to keep in touch with and follow up the pending deals of his street salesmen. While the salesmen are out of the office, prospects often call over the telephone and the manager is expected to talk to them. At first he lost some possible sales because he did not know what kind of stock the salesmen had offered or the prices quoted. While he tried to get the facts over the wire the buyer has sometimes lost interest and patience and once in a while even declined to order.

When that had happened several times the manager did some figuring and worked out a plan not only to save time but actual orders as well. On his desk, near the telephone, he has placed a small card index of every customer and prospect called on by his salesmen. In it is a record of every proposal made up to quitting time the day before. The cards are arranged alphabetically.

When a prospect or buyer calls on the telephone now, the manager reaches for his card. With all necessary information obtainable at a glance, he is ready to close the sale, without fumbling over the scattered or imperfect reports and without sparring for time until he can coax the buyer to tell him what proposition the sales- man has made. By the use of this little index, he not only has reduced the time spent on telephone orders by half, but has doubled his working time and closed a greater percentage of orders.

PLAN 24

A PLAN WHICH STRETCHES THE MINUTES

Expensive experience pointed out to this man a new way to speed up his work—and these days of "high pressure" in business make his plan well worth while.

"In saving the minutes," relates an executive, "I have discovered that I cannot let the pendulum swing too far toward the side of constant effort. In my case, there was reaction and I lost valuable minutes through tiring quickly. In other words, I proved by results that my time actually went farther when I took momentary relaxations during the day.

"This plan came to me at a time when I thought the work was 'getting me.' Trifles irritated me. I put in long hours and hard work. Under the strain I began taking a few minutes to relax whenever I felt the need. I get up and walk about the office; talk with some of the men; raise a window, straighten up, breathe the fresh air, and rest my eyes on distant objects; or go and get a drink of water. It is surprising how much more I accomplish than formerly."

PLAN 25

FOR USE WHEN DESPERATE MEASURES ARE NECESSARY

Saving moments which someone is trying to take away without good reason is at times rather difficult. Here's a plan that may help when desperate measures are needed.

This plan is used by an executive with a manufacturing company. He sees an unusual number of callers, yet does a surprising amount of other work, too. His chief plan for bringing an unprofitable interview to a close is first to change the subject abruptly. For example, if the weather is blustering, he will say, as if not in the least moved by the enthusiasm of the salesman for his goods, "It is pretty cold out, isn't it? Is it getting colder?"

For a moment, the salesman is off his guard. He answers the question, of course, and in doing so, brings the conversation about his goods to an end, for the executive arises immediately and asks him for his card, suggesting that if at any time his company becomes interested, he will communicate with the house the salesman represents. While the plan amounts to a flat dismissal, this executive has found it affords a pleasanter parting than if he were forced to insist on being disinterested and too busy to talk to the salesman.

PLAN 26

THIS PLAN CONVERTED WASTED TIME INTO MONEY

The man who uses this plan admits that he transferred the idea from another office to his own, which but goes to illustrate one of the reasons for publishing this book: the practicability of using the other man's tested methods.

How to keep track of ever-increasing detail was the question which recently confronted the secretary of a commercial association. There are 6 trade departments, 11 standing committees, as well as 15 dealers' associations with which his own association works. In addition, there are three other national organizations of which the association is a member; the secretary himself has many meetings to attend, conferences to arrange, and details to watch. From this it is apparent that accurate records must be kept.

Several different methods had formerly been used for this purpose, but all had the fault of burying the records so that they were accessible as a rule to only one person, and they were

seldom up to date.

The planning board used in various establishments at last gave the secretary an idea: a wall calendar would be simple and easily read; it would not be so large as to take up too much space; and it would provide for meetings several months in advance.

A board 33 inches by 38 inches in size (see Figure 5) was finally adopted — a size just right to fit into the sash of an opaque glass window of an office partition. Mounted on this board was heavy "detail" drawing paper. The available space, after leaving a narrow margin all round, was ruled vertically into 7 columns, and horizontally into 16 spaces.

The columns represent months. The first three on the left represent the current month, the next two, the following month, and the sixth, the second month ahead.

The last column is used for the remaining months of the twelve.

The spaces represent divisions of each month. Each group of four represents approximately a quarter of a month, the division being 1-7, 8-15, 16-23, 24-31. The month is so divided as to direct attention quickly to the portion of it in which any meeting is held.

The meetings are shown by means of removable cards of different colors. These cards are 4 inches by 2 inches in size. They are made of heavy cardboard with a glazed surface, so that they are not easily soiled.

The color scheme is as follows:

Trade Departments .
Executive Committee
Standing Committees

Orange
...Red
...Blue

Cards are prepared on the typewriter. The information shown is listed below:

1. The name of the committee, department, and their details.
2. The meeting date—day of the week and month
3. The place of the meeting — city, name of hotel, and room
4. The name of the chairman, subjects to be considered, or other important information.

At the end of each month the cards are shifted to the spaces to the left so that those which were in the spaces for the following month appear in the current month. Designation cards for the various months are provided. These also are readily shifted.

The wall calendar is located in a conspicuous place, where it is available for inspection by any employee. The care of the calendar is left to the secretary's stenographer, who is closely in touch with all meetings and who makes all changes that are required.

"Experience has shown that it is easily kept up to date," says the secretary, "oversight is quickly detected, and it has proved itself to be a most valuable time saver for all who use it."

Another adaptation of the planning board which this secretary has used with great success is for the super- vision of topics under investigation. The association is national in its membership, and many of the subjects considered have to be handled by correspondence.

Perhaps the members are asked to ballot on an important outline of policy. When were the ballots sent out? When must they be returned? Have the members received a second letter on the subject? What is the result so far? How long before the question must be fully and finally decided?

The secretary desires such information at a moment's notice. Here again a planning board has been the solution. It is similar in construction to the wall calendar. The left-hand column is used to indicate the "original action." Each card in the column shows the subject under consideration, when it was submitted and by whom, and the file number of the papers connected with the subject.

The next two columns are used for subsequent action. A card of one color indicates that attention is required on a certain date. A card of another color signifies a preliminary compilation of results. The fourth column is used for cards which show a final compilation and the disposition made. In brief, these are the fundamentals of the planboard in operation. The effectiveness of these boards is chiefly due to the simplicity of their operation. A too elaborate scheme would fail, while these simple devices are handy tools.

PLAN 27

A "FIRST-AID-TO-THE-MEMORY" PLAN

This plan is somewhat like Plan 7. It is simple, and yet the man who uses it says that it almost amounts to an automatic memory for him, which is one reason for giving it a moment's attention.

A Cincinnati business man who is continually reading about or devising new plans, jots down immediately those that he wants to try out. He always carries in his pocket a few 8 1/2 by 11 inch sheets of ordinary yellow manila paper folded twice, making a pad 4 1/2 by 5 1/2 inches. On this he notes the various ideas that come to him out of hours.

Each morning he cuts these notes apart and files the slips in a leather book tabbed for the various men and departments he confers with. In this "guide book" he is gradually boiling down important facts about his business. Here he also keeps his monthly reports and quotas. The book can be examined by department heads, provided it is not taken away from his desk. Permission must be obtained to take it away.

He says: "My time is no longer wasted in hunting through publications for ideas I thought I saw in them, or in trying to recall some idea of my own. It gives me what amounts to an automatic memory."

PLAN 28

THIS PLAN ENABLED ME TO INCREASE MY DOLLARS-AND-CENTS VALUE 25%"

Here's one answer to that perplexing question: "How

can I get more work done⁹" The plan gives the man who uses it an effective check-up, too, in addition to saving a lot of his time.

"Who does not come down every morning filled with enthusiasm and a fresh determination to use some of the plans that have gathered in his mind?" suggests an eastern executive. "But somehow, in the rush of business, they slip away, and night finds that we haven't gotten around to many of them.

"I've hit upon a scheme that has solved the problem for me; definite plans I want to incorporate in my daily work are written on 3 by 5 cards and dropped into my desk drawer. "When the day is finished, I go over the cards and check myself up by asking, 'Did I do this today?' or "Where did I neglect to make the most of this method?"

"When an idea has been made a part of my daily routine, it is transferred to an 'inactive' file. I go over these inactive cards only once or twice a month.

"With never more than 10 or 15 cards in my daily 'personal efficiency test' file, this scheme never became a hardship, but it has enabled me to increase my dollars-and-cents value to our business I should say at least 25% ; and it has meant a saving of minutes which, though difficult to compute definitely, has made itself more than noticeable to me since I began the plan."

PLAN 29

TBIE SAVED WITHOUT A PENNY OF EXPENSE

It is easy to try this plan, that of a Pennsylvania business man who utilized an old idea and thereby saved an amazing amount of time.

"Tell it in 125 words—and tell it all. Don't hold back anything. Know what you want to say before you start to tell it. When a decision is once made let it stand."

A Pennsylvania business man issued these instructions to his subordinates to govern them in their interview with him and thus save his time, as well as theirs. The plan occurred to him after reading the creed of the newspaper man who wrote that the story of The Creation had been told in 500 words. He decided that greater brevity was possible in office routine and found he was right, for the idea—eccentric as it may seem—worked.

The men caught the valuable "do-more-talk-less" spirit of their chief. They made every effort to have their "story" boiled down sufficiently before approaching him on any subject. As a result annoying, long- drawn-out interruptions of his time were done away with. Interviews became short and crisp and an actual pleasure to the busy head of the concern.

The minutes thus saved amazed him. Furthermore, these instructions developed a spirit of frankness and directness among the men in their talks with him. Department heads and foremen carried the example to the men under them and in a short time the entire business showed the time-saving effects of the new spirit.

PLAN 30

THIS PLAN SAVED A DOLLAR A DAY

To be sure it was a simple enough change to make, but now it's earning a dollar a day. You may not be able to use it just as described, but who merely wants to copy anyway?

"A simple rearrangement of my office has enabled me to save a dollar a day in time," declares one business man. "My duties necessitate my going to the desk of a subordinate several times a day and formerly I had to go in a roundabout way.

""When this needless expenditure of time and effort came to light I had a door cut in the partition on the opposite side of my office and also had the desk of the subordinate moved from the far end of his space to a convenient location near the new door.

"Here was a betterment that should, of course, have been self-evident, but it was not noticed till a clerk, who sensed my hurry back and forth, suggested the change. We discovered that I was actually walking needlessly half a mile a day in handling this one duty. In definite figures, estimating that my time is worth \$2 a mile on the basis of walking three miles an hour, I am cutting out a loss of a dollar's worth of time a day.

"This change of itself has not only been of value for my daily work, but has made me more alert in watching for other useless motions which I am eliminating from time to time. I have thus actually proved the value of my method to my own satisfaction."

PLAN 31

HOW SIMPLY CHANGING NUMBERS "TURNED THE TRICK"

It's sometimes easy, when seeking the "one best way," to overlook the simple, and frequently most effective, method. This plan is interesting if it but shows how much can often be accomplished by an almost insignificant change in a system.

A southern business man, who buys many supplies of different kinds, found his manufacturers' catalog file so complex as to be responsible for losing half an hour or more of his time daily.

Each catalog was given a number and filed numerically. A cross-index was kept, classifying the catalogs according to the different articles each of them covered.

At first, while the catalogs were few in number, the file worked well. It was easy to refer to any of them by either the manufacturers' names or the kind of article to be purchased. As the quantity of books to be filed increased, however, the inconvenience of the arrangement appeared. The catalogs were received at different times, of course; and because they were filed in numerical order, those listing any one article were widely separated in the file. Therefore, unless the buyer foresaw his need, or had plenty of time, or asked for the information desired an hour or more beforehand, it was often impossible to obtain specific information quickly.

The loss of time was so great that the owner cast about for a new filing system, but soon discovered that a simple change of numbering would do away with the whole difficulty. He gave a separate number of a consecutive series to each group of articles. For example, number one was given to explosives.

Catalogs of the various groups were also given an additional number of a consecutive series for each individual book. Thus the first catalog in his file covering explosives would bear the number 1-1, the second catalog, 1-2, and so on.

This arrangement brought together in his files all the catalogs of each of the different groups of articles he was buying. At the same time this numbering system distinguished each particular manufacturer's catalog so that the buyer was not only able to pick out from his files the ones issued by each concern, but could also select all of the catalogs on any one particular subject.

PLAN 32 THIS TURNED OUT TO BE A VERY HANDY PLAN

Although like Plan 31 in its purpose, this one takes a different twist to save you time. Probably you'll be able to apply this idea in more than one way.

"I find it profitable to index the magazines and trade journals I read for the purpose of gaining new ideas and a wider outlook on my business," says a western business man. "My plan is simple and effective, especially for referring to any specific item quickly, and at any time.

"I have learned by careful tests just what magazines contain subjects of practical value to me. I go over these journals thoroughly and read any articles that appeal to me. I have on my desk, or carry with me when needed, a small note book with sheets made up as indicated in Figure 6. The arrangement of this index is such that the subjects I am interested in are all included in the column headings. At the top is the name of the publication.

"One page is given to each magazine. At the left I enter the date of issue, and the date I have read and filed the articles that interested me. In the squares I note the page number. As the magazines are filed by months and years it is easy to refer to any issue. For a personal record of my reading this has turned out to be a very handy plan."

PLAN 33 THIS PLAN TOOK A KINK OUT OF THE DAY'S WORK

It's an unpretentious plan, but it accomplished a lot for the man who originated it. You may find in it just the time saver you are looking for.

A Washington business man, who uses the telephone a great deal for giving and receiving price quotations, noticed that he often wasted time trying to remember figures given to him over the wire, because he either had lost the "piece of paper" he had hurriedly jotted them on or had found it inconvenient at the time to make a record of them. He had depended on his

memory for the most part, because it meant an awkward interruption in the conversation when he stopped to enter details on a blank sheet. Consequently valuable data was often overlooked and seriously missed later.

He eliminated the trouble by keeping constantly on his desk a small looseleaf pad of quotation blanks printed in such form that a quotation made over the telephone or by a sales representative calling on him may be entered with the least effort. The book is always handy as a reminder to enter other data or memoranda for safe-keeping. At the end of the day his assistant files these slips in his personal file where they can be referred to at any time. The idea has been of great value from the start in quickly taking care of important details.

PLAN 34 THIS PLAN "SAVED HOURS OF TIME"

It's the minutes lost here and the minutes lost there that count up so heavily on our time schedules. Here's how one man tags and utilizes a lot of the "loose minutes."

"I have saved hours of time," writes a Michigan man, "by receiving every caller, whenever possible, the minute his name is announced. I have made a rigid rule that no one shall be kept waiting, whether customer or solicitor. You may ask: 'How does that save your time?' I have proved by careful observation that the longer a person is kept waiting, the more impatient he becomes and the more attention I have to give him when I do see him. The customary, 'Sorry to keep you waiting,' with a line of explanations, is necessary and the minutes quickly pass.

"With my plan, the interviews are short and snappy because the visitor is in a better frame of mind. Most of my interviews now are satisfactorily handled in the lobby and do not average more than two minutes each. It is seldom necessary to receive visitors in my private office. As an additional time saver I always have a schedule of fill-in tasks which I take up whenever a moment's leisure in the day occurs."

PLAN 35 THE "SPECIAL EXIT" PLAN

A busy man with whom every minute counts, gets more work into the day with this plan for cutting down lost time. He says the plan works particularly well under pressure and that it has no drawbacks.

"I find I gain time by dismissing callers from my office out into the building corridor just as many busy doctors do," states one business man. "By adopting this plan instead of ushering callers at the end of an interview back into the room where others are waiting, I have the advantage not only of speeding my work but also, in some cases, of keeping my business more private.

"Under the arrangement, the outgoing salesman and the incoming salesman do not meet in the visitor's room and stop for a moment's chat while I wait. Without thinking of the amount of time such chats took away from me, salesmen formerly often stopped for a few seconds, or

even a minute or two, for a talk at my door.

"That may seem to have been a small waste of time, but in the aggregate it was a considerable loss to me. I do not mind a little friendly talk in my office, between the salesman and myself, for that may promote good feeling and be of value to both of us, but for one salesman to tell the other how many fish he caught on his vacation trip, while I am waiting, does not profit me. My plan has made quite a difference at busy times."

PLAN 36

A TIME-SAVING PLAN WHICH SET A RECORD

It wasn't developed primarily to save time, but just read how muck it helped out during one year.

A western business man has devised a graphic wall- chart plan, which is somewhat different from the majority of those in use. The arrangement saves him a great amount of time. This man is superintendent of a public utility company and his supervision covers all of the city, so far as complaints, improvements, operation, and other important phases of management are concerned. His plan was developed because his floor space is limited and he wanted to eliminate some of the file cabinets. But these contained a great deal of practical data required frequently. A majority of the papers were maps and layouts of sections of the city, showing locations of customers and other important details.

After some study he decided to hang the charts on brackets fastened to the wall, as shown in Figure 7. This was easily accomplished by building a wall holder containing a number of ordinary curtain rolls, arranged in the form of an inverted "terrace." The maps and important papers were attached to the rods, after being reinforced at the edges to prevent tearing. "With the "overhead terrace," any of the "map curtains" can be pulled into full view quickly.

For instance, when a complaint is received from a customer either in person or by mail, reference can be made to the exact location and conditions involved simply by glancing at the map for that district. In less than a minute all the facts in connection with the affair can be brought together where formerly a clerk had to plow through the files to unearth the desired document.

As a result of the change this one official, assisted only by one clerk and one stenographer, was able during the succeeding year to take care of 2,200 complaints. His department wrote 3,214 letters touching complaints; 1,380 street ear service checks were made and car routings were improved; 9,902 scale inspections were certified ; a record for that department. This man adds that the idea or a modification of it ought to be a time-saving boon to any business where frequent reference to charts or similar data is made.

PLAN 37

ANOTHER PLAN WHICH CLEARS THE PATH FOR LARGER TASKS

You'll admit that progress is possible only as the way is opened to greater accomplishment. And that's why you'll not want to miss finding out how this New York man handles his work.

A New York business man whose duties have rapidly grown to large proportions carefully trains his assistants to take over various tasks from time to time. This has in a measure freed him from detail loads. However, he has gone still farther and has developed an intelligent information service to supplement his careful distribution of work.

All of the functions of the business are accurately listed and grouped. Opposite these groups are entered the names of the several assistants whose training has made them competent to handle the specific tasks. "When a caller enters and asks to see the president the girl at the information desk requests the nature of his business. She then refers him to Mr. Maynard, or whoever the assistant may be, and tactfully explains that this official, who is "an authority" on that particular subject, can take care of the visitor more promptly and satisfactorily than the president himself. This method not only frees the head for larger tasks but it also insures adequate and quick service to the customer.

As most of his day is spent in interviews on the concern's larger problems, this executive provides against any time losses through misunderstandings by having an accurate stenographer make notes of every conversation, so that the possibility of error is as far removed as it can be among human beings.

These conferences are seldom long but they are always thorough. He has a way of getting down to brass tacks within a very few seconds. The caller leaves with the impression that he has said all that he wanted to say.

PLAN 38

"WORTH \$10,000," SAYS THIS MAN OF HIS "60 SECONDS" PLAN

It saves days of time for him. It's quick "on the trigger," too.

"I can locate in not much over 60 seconds an authority on nearly anything I need to know," says an advertising man. "You could not buy my data book and collection of information for a cent under five figures.

"I keep a small looseleaf note book indexed under a number of headings, including letters, sales, slogans, short cuts, purchasing and management. When a business magazine comes to my desk I glance through it to see which articles look most valuable. Then on the front cover of the magazine I mark the pages on which these begin. As I finish an article I check the page number on the cover, so that I know where to resume reading next time. Every year I have my magazines bound. In vertical files I also put away clippings and similar information, indexed exactly like my note book and instantly available when needed.

"In a few moments I obtain from this file facts which otherwise would take weeks to get. Not only do I save incalculable hours, but I pass the profit along to those I serve."

PLAN 39

YOU CAN TEST THIS PLAN WITHOUT SPENDING A CENT

If s not as simple as it looks, perhaps, but a number of men make use of it, even though it does intone self-denial,

"My day wasn't long enough to do all the necessary checking, reading, and planning," says one executive." So I decided to 'kick my shins out of the rut' and discover some way to economize my time.

" I found I had lots of ' pep' in the morning, so I rearranged my hours. Now I save time by coming down to my desk at 7 o'clock every morning, thus pushing my day ahead 1 1/2 hours. I find that portion of the day the best for my work. The hours between 7 and 9 o'clock are equal to any other four hours. My afternoons are used mainly for the smaller detail work that is involved in the supervision of my department. I believe that the nearest approach to getting 100% value from my time is accomplished by utilizing the morning hours to the maximum."

PLAN 40

HERE'S ANOTHER TIME SAVER WHICH HAS MADE GOOD

There are several plans in this book that are similar to this one, but when you read it you cannot fail to see why it was included.

"When work has the habit of piling up in a department, some form of planning board often will do away with the difficulty. The manager of one office found the remedy in a work board divided into two sections—one was red and the other black. The red portion he reserved for emergency and rush jobs, and the black for routine. A vertical column for each member of the office force shows to whom a job is assigned.

Three-by-five-inch cards are used in connection with the board. Each card has spaces where the executive may indicate to whom the order is issued, what it covers, and to whom the work goes next. The cards are punched at the top to fit over hooks on the board. If a card hangs in the first position of the red division, it has the right of way over anything else in that employee's column. All work in the red portion has precedence over the black. Time spent on a job must be shown on the slip, thus affording a check on the speed of the worker.

PLAN 41

HERE'S AN "ALWAYS-WITH-YOU" TIME-SAVING PARTNER

You'll point out that there's a "string" tied to this plan. That's true, but it may suggest to you, as this manager says, "an idea of even wider application."

"I am away from my desk so much of the time attending to important problems," writes an executive, "that, until I devised the present plan, I found it difficult to keep track of memoranda of interviews or duties to be taken care of during the day.

"It was impractical to hurry back to my desk frequently to see what was next on the program because I might be in a far corner of the house. Neither could I take chances on stuffing these notations in my pockets. Consequently I was wasting time and undergoing unnecessary irritation.

"As I put my glasses away one day I hit on the idea of making a tickler partner of the case. I now carry on small cards in this eyeglass holder any exceptionally important memoranda that

I simply must not overlook. Since I change my glasses every time I turn from reading to talking, or back again, the notes are sure to come to my attention, regardless of where I am in the building.

"For my particular kind of supervision I've really found this 'makeshift' invaluable. Of course its availability is limited to those who wear glasses, yet it may suggest to someone an idea of even wider application."

PLAN 42

A PLAN FOR CLIPPING TIME FROM ROUTINE WORK

The most obvious time-saving methods are sometimes the easiest overlooked. Here's one you may not have tried. It is curtailing waste motions for a busy man and may also prove profitable in your work.

A middle western business man frequently has to attach his autograph signature to a large number of letters and documents. To do this it was necessary formerly to clear his desk and handle the task laboriously, blotting and arranging the papers in order to resume his other work with as little delay as possible. This method took up too much time.

He met his problem by adding to his private office equipment a long, high desk, on which documents for signatures are spread out single fashion beforehand by assistants. "When a lull comes in his routine tasks he goes to this desk and stands, signing the papers rapidly one after another, inasmuch as the large surface permits him to waive the waste motions of blotting and arranging the sheets. In this way, too, his regular work-desk is undisturbed and he can at any time take up a proposition quickly at the point where he left off.

PLAN 43

BOOSTS MY WORK ALONG WONDERFULLY

Have you taken a bird's-eye view of your own job? Whether you sell knives or tin cans, own a business or merely expect to, you'll doubtless find it interesting to try this plan.

"I boost my work along wonderfully," says one man, "by using what I call 'My Job' folder. Some time ago I realized I was so busy trying to make the office efficient that I was slighting my own progress. I hit on the folder plan as a solution. I analyzed my duties as best I could, mapped out the work I personally was responsible for, and listed various ideas that came to me for bettering myself and the office. These papers I put in the folder and gave instructions that it be placed on my desk once a month.

"When it comes to my attention, I go into the executive session with myself. I test the month's work according to my analysis. I see where I've fallen down and where next month I can improve. It is helpful to ask such questions as 'Did I make the most of today?'; 'Am I neglecting some vital point in my work?' or 'Has any new condition come up which I should change front to meet?'

" I keep the folder up to date, adding suggestions or ideas as they come to hand. If someone else, in print or at a convention, has told of a better way to handle such work, a note or clipping finds its way into the folder. If I hear comments that are critical, or if the facts and figures of the business have gone against me, I note the change in the demands. The folder goes back to the follow-up, but each time that I use it I have a new grip on my job."

PLAN 44

THIS PLAN HELPS CLEAR AWAY "ODDS AND ENDS"

Here's another plan for handling unfinished work. It helps one manager "get away with it" satisfactorily, and is evidently a "clean-up" idea of considerable value.

One executive found himself frequently buried under a mass of details, which either absorbed too much time if attended in the midst of other important duties, or caused him unexpected losses when neglected too long. He hit on this plan to take care of these "odds and ends" of unfinished work.

He now uses an "odds and ends" folder into which he slips every item of business not requiring immediate attention. All unimportant details and suggestions are dated before being put into the folder, and a tentative date added for their completion or adoption.

At first various times were tested for "cleaning up" the contents of the folder, and it was soon found that these details could best be handled before the day's work was fairly commenced. As this manager usually gets down to the office twenty-five or thirty minutes before the office force begins work, he devotes that extra period to going through the folder. He finds that this arrangement actually saves hours of overtime work which were formerly required to get through with details and unfinished work.

The "odds and ends" folder and the set time have for over two years automatically taken care of the little yet necessary items that "only the boss" can handle.

PLAN 45

THE "CHECKERBOARD" PLAN

To be sure it's an odd way of saving a busy man's time, but it's results that count. Here the man who originated it tells you just how he uses the "checkerboard" plan.

Playing checkers during office hours is a habit with the office manager of a Michigan concern, but he does it to save his time—and he finds it successful. A transformed card table is his checkerboard, and the "pieces" he uses are disks of various colors, on each of which is written the name of one of the employees who come under his supervision.

This office manager formerly had a good deal of difficulty in keeping an accurate record of his constantly shifting force. A card index failed to give him the results he wanted. He required a visible record which would show him at any time in the day the exact disposition of his forces, as well as general facts that would help him to insure better control of the work.

Like many business men, this office manager believes a mobile force of employees aids economy; for when one department is exceptionally busy, another may not have enough to do. With a proper organization, employees in the idle division may be shifted to help the busy department through its temporary period of rush- In this office, when workers are transferred to an overworked section, their disks are moved by the manager's secretary. She receives notification of the transfer from the division heads concerned.

Thus an unusual amount of labor in any one department comes to the immediate attention of the manager, and he can either direct that no additional work be sent into the crowded department, or that sufficient additional employees to clean up the work be transferred from a less congested section at once.

In case of serious congestion, a small red flag mounted on a disk is placed on the checkerboard space which represents the crowded division. This is a signal that calls for the manager's immediate attention. A white flag, similarly placed, means that the department thus indicated is able to spare part of its workers for service in some busier division. Just as soon as a division has returned to normal condition through borrowed aid, the return of the workers to their own tasks is chronicled on the board simply by shifting disks. Thus the manager can see, without leaving his office, that the usual routine is resumed.

The office checkerboard performs many other equally important services. It records tardiness and absences in a simple and satisfactory fashion. Late arrivals are reported by the office timekeeper to the manager's secretary. She inserts a small green thumbtack in the offender's "checker." Absentees' disks are lifted from their places on the board and laid side by side in an absentee rack, which is provided at the side of the table. Here the checkers remain until the absentees return to work. Tardiness signs remain on the disks throughout the day. Three days' tardiness in succession earns for the belated offender a black tack, which may result in a talk to the employee by the manager. Members of the office force know how the tacks work on the manager's checkerboard, and this has reduced the tardiness percentage. Black tag records are almost unheard of.

The use of "checkers" of various colors brings quickly to the attention of the executive much information of a miscellaneous nature that is valuable in regulating and controlling the work of the office. White disks, for example, signify workers of ordinary ability—those whose tenure of employment has been brief and whose record for efficiency entitles them to no special consideration. Red disks indicate division heads—workers who deserve recognition because of their special executive qualities. Gold disks designate all those whose long and efficient service warrants the manager in entrusting them with authority. These gold disks are in high esteem among the division heads, as are the red disks among those who aspire to promotion.

Disks half white and half red indicate workers of ordinary grade whose industry and adaptability place them in line for promotion. Blue disks without names indicate vacancies in the office force which need to be filled.

On occasion, the board is also used to chronicle information regarding the progress of special tasks. Small squares of pasteboard are in readiness, and when the manager wishes to follow the progress of some particular work, one of these squares is placed in the proper position on the checkerboard, and is moved as the work progresses. Thus, a square labeled "fall letter to

Kansas list" can be transferred from one department to another as the task goes ahead. Reports come to the secretary regularly from the addressing, enclosing, and mailing divisions, and the square is moved along in accordance. If it stops too long in any one division, that fact is apparent to the manager.

Information regarding office transfers, deserved promotions, and the like, comes to the manager's secretary from division heads in the form of office notes. The data represented is at once registered on the checkerboard, so the manager may see at a glance just what is taking place in the office without the need of reading lengthy memoranda. The amount of time he saves in this way is considerable in the course of a month. He is relieved of the necessity of always asking himself whether details are being attended to.

PLAN 46

A PLAN WHICH CLEANS UP TASKS DAILY

Getting every day's task finished on schedule is pretty nearly perfection, most of us will say. Still, here's a plan that has helped one man do it.

"Every morning, after I reach my office," says a manager, "I spend at least half an hour in planning my work. As nearly as possible I map out a schedule for the entire day, and try to adhere to it. I find that I more than make up that half hour by eliminating the little 'in between' time losses which usually occur in deciding on the next thing to do.

"My stenographer keeps a small weekly memory jogger and makes a note of every appointment. Every morning she places on my desk a memorandum of the day's engagements. By means of this system my desk is 'cleaned up' daily."

PLAN 47

A QUALITY-RATHER-THAN-QUANTITY PLAN

In these days of "Please Rush" in almost every line of work, this Boston business man's plan for giving a task the time it is worth is interesting, and so because his policy actually provides him with more time.

"Push the work; don't let it push you. Give a task the time it is worth and find a way to get it done in that time."

This is the idea which a Boston business man keeps before him to save his time and get the most done. He has gone in for time and motion study and has profited much by putting a schedule or quota of work before him.

"It is better," he says, "to think of a schedule as a quota; not something inviolable, but something to work to—if possible, to beat. Every week or month I make it a policy to readjust my schedule; but I do not make changes without reason. And I keep the time table flexible.

"The orderliness in working and thinking secured by this plan gives me more time for the broader phases of business and constantly urges me on to greater accomplishment. In fact, it

means 'quality' rather than 'quantity' in attainment, which after all is right."

PLAN 48

THE "FILE-AND-DISPLAY" PLAN

At small expense this man equipped his office with a small cabinet and a display board and then added a box of thumbtacks. Now he says he doesn't fritter away time clearing of his desk as he used to. He has no "corner" on the idea, and explains it fully below.

"I formerly fritted away hours each* month clearing my desk top to make room for charts, maps, reports, and drawings of unusual size that required my careful study," says one man. "And even then it was often a question whether I had weights enough to make them lie flat. My work plan now eliminates all this trouble and saves not only time but nerve strain.

"I have my office equipped with an especially constructed upright filing cabinet (see figure 10) which also serves as a display rack. A regular wooden cabinet was built against one of the walls. It is approximately 11/2 feet in depth and 3 feet high, divided into compartments and furnished with doors. From the outer edge of this cabinet projects a ledge, upon which drawings and other large sheets may be easily placed for inspection. From the ledge a reclining wall extends to the ceiling. This wall is made of soft pine and covered with cloth so that thumbtacks may be pushed into it easily.

"Thus instead of having to disturb my desk during a busy part of the day and clear away papers I am working on, I can instantly thumbtack any larger sheets on the pine frame for quick inspection. There is never any need of using a chair as a makeshift easel to avoid stirring up the desk. This piece of equipment has two additional advantages. It displays the exhibits in the proper light and at a correct angle of vision. The cabinet and rack were built by a carpenter at moderate cost."

PLAN 49

THIS PLAN MIGHT ADD AN HOUR TO THE DAY

No matter whether you employ a large force of assistants or only one, you will find an interesting thought in this plan for handling correspondence. The man who uses it says he now not only gets more whole-hearted and loyal service from his assistants, but that the plan also saves much of his own time.

A business man whose particular hobby is the training of employees tells an interesting story of how he saved time and expense in handling his mail.

"In reality," he says, "the element of saving never entered my head; all I was thinking about was developing responsibility in a certain employee. Yet I honestly believe my plan has worked better as a time-saving plan for that very reason, than if I had been actually trying to lessen expense in that way.

" Here is what happened: One morning while dictating my mail, I noticed a letter calling for a reply of the simplest nature. The only information needed could be had immediately by reference to our files. Almost without thinking I handed it to the girl and remarked 'You know all about this. Answer it.' "

"All that interested me was the effect on her; she could do it easily if she thought so. Soon I was delegating more important replies to her and I shortly realized how many details were now being handled at less expense and how much more time I had for larger affairs. This time is now equivalent to adding an hour to my day, and it was an hour I needed badly, too."

PLAN 50

"WHAT'S THAT SAYING ABOUT A MINUTE SAVED ?

These two little plans may seem insignificant, but they are nevertheless saving minutes every day for one man—and you know the old adage about minutes saved.

"When the head of one firm needs one of his office boys, he simply lifts his telephone receiver slowly twice. The switchboard operator automatically sees the signal and sends the messenger in. Should he desire to send a telegram, he lifts the receiver three times and the telephone girl puts in a call to the telegraph office.

This simple little plan, this man says, saves him a great many minutes. He is able to keep on with his work and he obviates in this way the time it always takes to get the operator's response and explain the requirements. In fact, so automatically and quickly is this signal idea, that he can call for a boy without even pausing in the midst of an interview, in his dictation of a letter, or the perusal of a report. Furthermore, he now uses the office boys for tasks which formerly consumed thousands of higher-priced seconds.

PLAN 51

SIMPLE, BUT IT HELPS ONE MAN A "GREAT DEAL"

No doubt you will find it difficult to see why a plan like this couldn't be used to advantage by nearly every business man. It has been tested out, which makes it all the more valuable.

"I proportion my time as definitely as possible," says one purchasing agent. "A specific hour to transact each kind of business helps me a great deal, I find.

"I spend from 8 to 8:30 reading reports on the market and general business conditions; 8:30 to 9:30 reviewing mail and placing it in line for the attention of the proper persons; 9:30 to 10:30 dictating; 10:30 to 11:30 approving and placing requisitions received in the morning mail; 11:30 to 12 handling miscellaneous matters, including interviewing of salesmen; 1 to 1:30 approving requisitions received in the noon mail; 1:30 to 4 handling miscellaneous matters, including the interviewing of salesmen; 4 to 4:30 approving invoices; 4:30 to 5:30 signing correspondence, orders, tracers, and similar routine matters."

PLAN 52

THIS PLAN PLUGGED A LEAK WHICH CAN BE FOUND IN MANY OFFICES

We'll all agree that time worth \$10 an hour is usually wasted if spent on work a \$20-a-week employee can do as well—or better. This happens right along in many offices, however, and this plan was successfully used in one office to cut out the resulting waste.

"When I first came to this concern," says an eastern man, "I had to rebuild my job from the foundation up. If I had followed the precedent set for me I still would be just as swamped by detail as I was in the first week.

"The big problem was to find time for my real work of managing. The details, of course, had to be handled by somebody, so it was simply a case of finding someone else to handle them. Under my predecessor, the department had been a one-man affair.

"I instituted periodic talks to my department employees, some by outside experts. Each individual's work was taken up and discussed and the employees were instructed in the purpose of graphs and charts in supervision. Photographs helped to demonstrate in a forceful way the advantages of certain routine processes used in other offices, as compared to the old, ineffective methods we were gradually discarding.

"In an unusually short time I had an educated department, a group of people who understood the routine better than I did. Immediately and almost automatically—I don't think I ever issued an order to the effect—the detail work stopped coming to me, and I had a maximum of time for giving my attention to the larger phases of sales work which required attention.

PLAN 53

THIS PLAN CAN EASILY SAVE ITS COST THE FIRST TIME IT'S USED

Do you want your conferences to grip your men's interest from start to finish? If so you'll recognize the value of this plan right away and no doubt you may be able to adapt it to your work.

"How to speed up our weekly conferences was a real problem," says a sales manager, "until we conceived the idea of distributing, two days before the conference, copies of a synopsis of the subjects to be discussed at the conference.

"We recognized the value of the personal touch in these meetings, but far too much time was being wasted through failure to stick to a definite program. Conferences usually develop diverse views. Mental processes vary with the individual. Some men think quickly; others grasp subjects slowly, approach discussions cautiously, and scarcely develop interest until near the end of the meeting. The opinions of these men are valuable, but rather than humor their mental attitude, it seemed best to make them do at least their preliminary thinking beforehand.

"The results were all we hoped for. Our men meet together each Saturday. On Thursday morning each man receives a letter outlining the subjects to be taken up at the conference.

We meet at 10:30 and now usually are through in an hour. This is in contrast with former meetings which usually occupied the whole forenoon and often carried over into the afternoon. Even then, sometimes, we did not entirely finish."

PLAN 54

THIS INGENIOUS PLAN SAVED TIME AND PATIENCE ALSO

The three simple ideas in (his plan may suggest ways in which you can avoid some of those "little delays" that individually take but a small amount of time, but which use up a good deal in the aggregate.

An eastern business man who uses a roll top desk by a bit of ingenuity overcame some of the annoying delays experienced in fumbling for envelopes and papers in the pigeonholes. He had blocks of wood inserted in those pigeonholes which were too deep. The blocks are sawed diagonally for one face, so that each envelop protrudes slightly beyond the next. He now has no difficulty or annoyance in getting one quickly.

This same man has many papers to sign in the course of his day's work. He was, for a time, the victim of occasional delays due to his pen going dry. To prevent this, he now keeps a supply of fountain pens constantly in front of him. The pen caps fit tightly into holes bored in a piece of wood which is fastened conveniently over the two center pigeonholes. By means of this simple device the points are kept clean and there is no mess from leakage. One of the daily tasks of the office boy is to see that all pens are full.

PLAN 55

A PLAN WHICH SAVES YOU TIME AND THE CALLER'S, TOO

Usually the busier you are, the more people wan' to see you, and it is often a problem to hear everything important that a visitor has to say, and then get him out of the office quickly without giving him offense. Here's the way one executive does it.

"I have an engagement this morning at 10, which gives me 15 minutes now. I will be back at 1:30 and will then have a half hour before 2 o'clock, when I have another engagement. If 15 minutes will do, I wish you would come in now; if it will take longer suppose you come around this afternoon."

By a simple and straightforward statement like this a traction executive saves much of his own time and hurts nobody's feelings. No visitor expects to trespass upon an important board meeting, so no offense can be taken.

He excuses himself from callers by a buzzer system. At the end of the time allotted for the interview the buzzer rings, the traction man rises, excuses himself, and the caller usually leaves without further ado.

If another man comes to see this executive while he is talking with a visitor, and the secretary knows that his superior wants to see the second caller, a prearranged buzzer signal notifies

the executive of this fact. If his visitor is slow to leave he presses a secret button which signals his secretary to interrupt the conversation to tell him that he is wanted in some other part of the office.

PLAN 56

THE "OFFICE TRUNK" PLAN

You may never travel and an office trunk may be the last time saver you will ever need in your business, but that doesn't get around the fact that the underlying principles of never allowing your work to pile up on you is as applicable to your business as it is to that of the man who originated this plan.

Here is a man who has all the conveniences of his office, even while he is "on the road." Correspondence and other routine duties have no chance to accumulate, for they are handled as they come up. All the facilities are ready and at hand in the "office trunk" which this man has had especially built for him.

The following is a list of the articles the trunk is designed to hold:

- 1 typewriter.
- 1 portfolio with all sample forms and bulletins required for presenting the product to any prospect.
- 1 four-drawer steel card index (3 by 5 inches) for prospects and users. Capacity about 4,000 cards.
- 4 pocket rating-books.
- 1 complete sample machine.
- 2 sample drawers.

- 1 house-organ binder with house organs.
- 1 sales and commission ledger.
- 1 letter portfolio for correspondence.
- Several sales manuals and bulletin books.

Advertising and stationery.

The trunk, which is illustrated in Figure 11, is made of three-ply veneer covered inside and out with fiber and strongly reinforced with iron corners and small angles. The partitions are made of veneer and covered with thin brass at the front. The trunk dimensions are 24 by 20 by 18 inches. The weight, empty, is about 80 pounds; filled to capacity, about 170 pounds.

The principal advantages of the trunk, says the man who uses it, are:

- "1. I have complete office facilities with me at all times.
- "2. My prospect files are always up to date and I have all my correspondence records with me.
- "3. I can keep up my records while on the road at a substantial saving of time. Otherwise I would have to work a couple of days at the conclusion of each trip to catch up.
- "4. I have all facilities for handling any sale that may arise. I have a complete sales kit, latest bulletins for special cases, a typewriter for reports, correspondence, and for writing quotations or proposals. I have tools for repairs, rating books for credit, house organs for

ginger, and a profitable occupation for a lonesome night in a dull town."

PLAN 57

45 MINUTES A DAY IS THE TIME-SAVING RECORD OF THIS PLAN

A Columbus, Ohio, business man was "at sea." His correspondence methods were losing business because he couldn't get letters out on time. So he did some analyzing and developed the following plan which has eliminated worry and enabled him to dispose of his mail in one reading.

"I was always behind time in answering important letters," states a Columbus, Ohio, business man, "because I tried to handle all the correspondence myself. While busy on non-essentials I was delaying dictation and that meant loss of business.

"After worrying several months I saw where I was 'lame' and worked out a plan which enables me to dispose of practically all letters in one reading, saving me at least 45 minutes every day. The extra time I am able to devote profitably to the larger problems of my business.

"I now have a definite schedule for handling correspondence the first thing in the morning. Here it is:

1. Look over the mail
2. Pass on to subordinates all letters not requiring my attention
3. Have looked up information on correspondence re-requiring my attention
4. Write customers and others as required

"I save time with this desk procedure even in the most ordinary transactions. For instance, a customer calls up on the telephone and asks for a verbal summary of an estimate on a prospective job. It may be that he has mislaid the written estimate, or perhaps it has passed into the hands of some assistant who is out for the day. Ordinarily it would have taken me, possibly, several minutes to gather this data. In the meantime my work would have slipped behind and the customer would have become disgusted. But with my modern desk methods, I keep the wire open just a moment, turn to my card index and then to my desk file, get the carbon of the estimate blank, and give him the information on the spot, and give it to him accurately."

PLAN 58

THIS PLAN SAVES ITS ORIGINATOR FOUR HOURS A DAY

You probably dislike details as heartily as the next man. They annoy, they never stop, they steal time which as a ride would be better employed if devoted to other work. A business man here tells how he lessened his "detail load."

One executive keeps nothing on his desk or inside it except his inkstand, pen, and such documents as are under his consideration at the moment. His stenographer has the card index system and is within instant reach of the desk cabinet file. The stenographer also keeps

an hourly tickler of appointments and important business, and sees that the executive is kept informed. A year ago this executive's desk was literally buried by papers of every description. He was a slave to detail.

"The difference," says this business man, "expressed in time, is this: I now accomplish in an average of two hours or less what formerly took me about six or eight hours every day. Now I have plenty of time for thinking about the big questions of the business.

"Of course the fundamental explanation of these altered circumstances is the development of competent assistants to do what I had to do before."

PLAN 59

THE "OFFICE DIRECTORY" PLAN

Here's a plan with a "Who's Who" angle to it that can be applied in almost any business. As a time saver the evidence is all in its favor, and the chances are, too, that it will suggest an idea or two to you.

"In our office," says an eastern business man, "there are several men whose time is much in demand by salesmen and outsiders in general. A good deal of that time was being wasted in preliminaries such as introductions and so on.

"We overcame this loss by posting conspicuously in the office and plant notices which read in part as follows:

INFORMATION

Our correct name is the A. P. HYATT MANUFACTURING COMPANY.

Our mail address is Norman and Lawrence Streets, EAST ORANGE, NEW JERSEY.

Our shipping address is in all cases to be taken from our purchase order form.

Our telephone number is ORANGE 6000.

The officers are as follows: D. F. O'BRIEN, President; M. G. PERKINS, Vice-President; T. F. HALPIN, Secretary;

P. A. HYATT, Treasurer. All of the officers, except Mr. Perkins, are located at this plant.

Mr. O'Brien can be seen, if an interview has been arranged, any day, except Saturday, between 10 o'clock and 4 o'clock.

Mr. Halpin has charge of sales, advertising, office employment, prices on supplies and specialties in our water works line. He can usually be seen on Tuesdays, Wednesdays, Thursdays, and Fridays, from 1:30 o'clock to 4:30 o'clock.

Mr. Hyatt has charge of buying, charity and other donations, prices on brass and iron castings, and machine work and factory privileges. He can be seen usually on Mondays,

Tuesdays, Thursdays, and Fridays, from 10 o'clock to 12:30 o'clock and from 2 o'clock to 4:30 o'clock.

In order to SAVE YOUR TIME and ours, it is best, in all cases, to arrange an interview in advance. Please give the boy at the window full information; you will save time by it, as he has orders that he must obey. He will furnish you with a card marked APPLICATION FOR AN INTERVIEW, if you desire it.

VISITORS must have a pass, properly signed by an officer, before admission to the factory will be granted. APPLICANTS FOR EMPLOYMENT must fill out an application card. Ask the boy for one.

We will appreciate it if you will report to us any discourtesy on the part of any of our clerks toward you. Their instructions are to help you as much as possible. We have street directories, maps, and guides, and will be pleased to loan them to you on request. We have many trade papers. If you must wait, as unfortunately you will have to, at times, ask for one, so that your time will not be wasted.

We thank the SALESMEN who visit us for the information and many new and good ideas they have brought to us.

"You'll notice several important features about this plan," he continues. "It is definite, it furnishes the information that any visitor desires, and it is courteous. There is no excuse for a caller getting in touch with the wrong man."

PLAN 60

A PLAN THAT FINDS OUT QUICKLY "HOW WE STAND"

Here a man tells how he saves hours of time. The idea is not brand new, perhaps, but the use he makes of it will no doubt open up new channels to use for saving time.

"A definite plan of receiving daily reports from the routine departments of our business has been one of my best time-saving helps," says the head of a Kansas firm. "I formerly spent much time going here and there throughout the office, asking this or that question, to find out 'how we stood' at any certain period. This took up the hours of the morning best suited to work on the larger duties of my position.

"I realized I was constantly running behind on my 'before-noon schedule,' and adopted a new method. I now have the daily reports, as indicated in Figure 72, placed on my desk as early as possible each morning and I go over them at once.

"These six slips may seem like a formidable array of figures and facts to look over every day,

but such is not the case. Each report is so arranged that I can glimpse totals quickly. Often I scarcely more than glance at each slip, but they are at hand if I want them. In this way I have at my instant command the statistics, both financial and clerical, of every department of the business. The fact that these reports come to me is sufficient to spur every worker to his best efforts, it has been my experience thus far.

"I gain hours for my desk duties by this plan and still know what is going on. The reports are filed in consecutive order for 30 days and kept easily available until the monthly recapitulations have been checked. After that they are filed in the general file."

PLAN 61

A PLAN WHICH REDUCED TEN HOURS TO SIX

Quite a jump, isn't it—a gain of four hours? Yet it wasn't such a difficult task with the aid of the "dead-line" railing, the handful of letters, and the "chair-less" interview.

A ten-hour day reduced to six is the net result of a plan for handling callers put into practice by an executive located in the West.

No caller is admitted directly to his office. The information clerk meets the visitor, learns his name and business, or secures his card and says: "I will see if Mr. Booth is disengaged." Sometimes the president sends back word he cannot see the man. If he is in doubt as to what the caller wishes to discuss, or if he knows it will not require much time, he leaves his office and meets the visitor outside the "dead-line" railing; usually with some papers in his hand. No warning is needed to impress the caller that he is interrupting a busy man.

Should the business require a little private discussion, the executive invites the caller inside the railing of the outer office, usually with some such remark as "Come inside a minute or two." Here the proposal is discussed; and as the president is being kept out of his office and away from his work, it is easy for him to end the interview by saying he must get back to his desk.

"A handy extra chair is the worst device in the world to invite and hold a caller," this president says. He keeps "guest chairs" just outside his office door. Should a visitor get inside the private office he has no place to sit down. "Once a man lands in a chair, it's practically impossible to get him out without dynamiting him, until he has told the whole story," explains the executive.

"Where the visitor gets inside the private office, the president leads him out by going outside himself. Here the "You're-holding-me-away-from-my-work" impression is given, and the executive can cut the interview easily and without offending.

Where the caller is especially welcome or much time is required, "guest chairs" are brought in by the office boy. This method is tactful and handles effectively both the outsider whose call is for a worth-while purpose, and the man for whom a minute of the president's time will suffice.

PLAN 62

A PLAN FOR GETTING FACTS WITHOUT LEAVING YOUR DESK

You may already use an adaptation of it. because the man who originated it has told a lot of people about it. and news of good time-saving plans travels fast. But that only goes to show how good he considers the plan and why it is included here.

A two-drawer letter filing cabinet at the right of his desk is the groundwork of a Chicago business man's plan for saving time. He has found it exceptionally practical in taking care of his personal tasks. Without leaving his desk or rising from his chair he has instant access to his important collection of letters, clippings, and reports.

This handy cabinet enables him to avoid delays and the possibility of errors that result when papers of a more or less personal nature are kept in the general files. The drawers are equipped with folders numbered from 1 to 60, each of which contains papers classified according to specified subjects. The "key" to these folders appears on typewritten sheets of paper placed under the glass top of his desk.

When he desires information, say, about foreign advertising agencies, he turns to his key and finds that all his data on the subject are filed in folder number 7, and he has what he wants on his desk in a moment. If he seeks an anecdote about business for a speech which he is to make, he quickly notes that his favorite anecdotes and pertinent paragraphs are kept in folder number 45. In like manner he has classified all clippings or penciled memoranda that bear upon any of his various interests; it takes but a moment to file them away and they are instantly available when needed.

This man finds that his file is flexible, and readily adaptable to his peculiar needs. He has described it to a number of his friends—manufacturers and retailers—who have put it into use. Each individual, of course, makes his own classifications according to his requirements.

PLAN 63

A FEW MINUTES' WORK NOW—HOURS SAVED LATER

Here are two plans in one. Both indicate the value of preparing for a business "drive" in advance. It's pretty nearly a certainty that they'll at least suggest a time-saving idea to you.

A "seller of service" in the Middle West saves both his own and his salesman's time by keeping on file at his office, rough plans of each proposition on his lists. Little expense attaches to these layouts, for he or one of the men quickly sketches them on chart paper.

When a prospect inquires for a certain proposition the agent shows him the plans to correspond. As each prospect usually has a certain arrangement in mind as most desirable, these plans enable him to choose the one or two possibilities that suit his fancy. All the other plans can then be discarded. Thus fewer trips to show propositions at first hand are necessary and hours are gained in handling the business.

Another man who spends almost no time in his office, conserves his hours by using a written schedule. Each evening he lists the tasks he should accomplish the next day, and then arranges them in the order of importance and convenience. This takes perhaps 10 minutes. He sets down no definite hours except for appointments and aims to make as few hard and fast engagements as possible.

With this schedule he fares forth on his day's work. He makes most of his deals on the outside and, although adhering as closely as possible to his schedule, he never hesitates to disregard it if he thereby gains some advantage. A daily time sheet like this often succeeds in regulating activities in lines of business where such regulation is generally regarded as next to impossible.

PLAN 64

THIS PLAN PROVES THAT THE OTHER MAN'S METHOD OFTEN FITS

The idea back of the cash register is said to have come from a device for recording the revolutions of a ship's engines. That goes to indicate that ideas can be transferred from one field to another. And this plan offers you still another indication.

"A simple idea for arranging desks, which I picked up while looking through a newspaper office and put into use, has resulted in considerable time economy for me," relates a manager. "The plan is this: Instead of having men scattered about the office as formerly, I now have their desks arranged nearer together in 'U' shape, with my desk at the open end of the 'U' facing the others. This arrangement is patterned after the desk line-up in the city editor's room.

"The plan especially appealed to me for I have a number of assistants and find it necessary to inspect their work frequently as well as to confer with them.

Under the old method, I had to leave my desk many times a day to see how office tasks were going. Also, if I wanted quickly to take up some item with an assistant, I was compelled to wait till he reached my desk. All these minutes of delay meant time more or less wasted. Now I am near enough to each worker so that it takes but a moment to step to any desk to look over accounts or other papers or books too bulky to carry around conveniently.

"In case I want to ask any of the men a question, I do not have to hold up the subject in hand till he arrives at my desk. I simply call over to him without raising my voice. Thus the information is at once forthcoming and I can go right along with my work. If I wish to present some important phase of the business to all the force, we are able to go into conference without loss of time. This 'U' arrangement so far as I have been able to discover has no drawbacks.

PLAN 65

'THIS PLAN HAS SAVED ME HUNDREDS OF HOURS'

A Pacific Coast man is most enthusiastic about this plan of his and considering the results secured, he has cause to

be. Even though you may not be so busy in just the same direction, you will nevertheless be interested in his "10-reason" time surer.

"When I tell you that I confer with more than 1,000 solicitors a year, or an average of more than three a day, you'll see why it is that I must have a definite plan for handling this feature of my work," states a Pacific Coast manager. "It took some months to hit on a satisfactory solution, but I am now able to conserve my minutes and finish each day's tasks without wearisome overtime. And yet I see just as many salesman as before.

"Each solicitor, as he enters the office, is received by a stenographer, who hands him a definite form to fill out. On it are spaces for all the information I require—name, commodity handled, and other details. There are additional blank lines for the use of the salesman in entering 10 reasons why I should use what he has to offer. "When he comes to my desk I ask him first to read these 10 reasons, and then to amplify them by further remarks.

"The plan has saved me hundreds of hours, for it has automatically developed in each salesman the ability to present a short, definite, and exact outline of what he intends to say. Formerly his natural tendency was to keep on talking until he got the contract. Even now, of course, the solicitor who reads the 10 reasons he has just written may add a little to each reason, but when he has finished the list he stops. That is my cue to ask for his information blank and tell him I will mail him my decision to reach him within a week. In this way the interview is over quickly, we part on friendly terms, and I can make my decision carefully and at my leisure."

PLAN 66

IT WOULD BE HARD TO IMPROVE THIS PLAN'S RESULTS

This plan keeps a busy man's desk free from details and his mind clear for big problems. What more could one ask?

The private office of an engineer who handles many important construction jobs is an example to those in search of time-saving opportunities. His double flat top desk is covered with plate glass, under which are progress charts and maps of the work. The charts are brought up to date once a week by an assistant. Nothing is allowed to remain on top of the glass—no pens, pencils, ink, or papers.

The desk equipment consists of two pencils and a memorandum pad, kept in the flat middle drawer; in the left-hand top drawer is a pen and a non-leakable inkwell, and in the top right-hand drawer, a box of cigars. The methods used to bring about this condition are few. No details take up this man's time because they never get to him. An organization surrounds him which is capable of attending to the lesser business. He keeps in touch with every department, but seldom interferes.

The memorandum pad in the middle drawer is used frequently for making suggestions to departments. In order to keep duplicates of his instructions and at the same time avoid shifting a piece of carbon paper, he uses pads with alternating white and yellow sheets. The white sheets are perforated and carbonized on the back. With this pad it is a simple performance to jot down memoranda, call a boy and send notes on their way, leaving a record

on the yellow duplicates for follow-up.

PLAN 67

A PLAN WHICH GIVES THE DAY A GOOD START

Here's a new kind of partner—a "file partner"—and the man who first took "him" into business reports favorably on "him."

To avoid loss of time in his daily work a manager in the "West uses a special "file partner" to remind him of his various tasks. Located in the upper desk drawer, these files supplement the function of the desk calendar pad. They are divided by tabs into the following headings: "immediate;" each of the six weekdays; "sales-men;" "in a few days;" "ideas," and "printer." The "immediate" file he tackles first each morning. Without delay he can jump into this important work. Then as he gets to it, he goes through the file covering that particular day. All material to be used in discussion with another officer he places in the file bearing that man's name, pending a conference between them. The printer, whom he sees daily, gets the same treatment. Under "salesmen" he puts items for attention with the salesmen and, under the "ideas" and "in a few days" folders, he files topics of value for later use. This data ' is looked over thoroughly every few days.

For subjects of great importance, the manager dictates a letter to himself, and makes the stenographer responsible for its delivery to him on the morning of the specified day. This is in addition, of course, to the "file memory."

PLAN 68

THIS PLAN IS WORTH ITS WEIGHT IN GOLD TO ONE MAN

Here a busy man tells how he uses a unique "date book" to distribute his appointments evenly over the week. A glance at it tells him exactly what work is laid out for each day and enables him to finish tasks on time.

One executive who has many appointments for conferences and interviews each week has worked out a plan for charting his tasks which he says is worth its weight in gold to him. He keeps on his desk a looseleaf pad of paper 8 1/2 by 11 inches, with the individual sheets ruled off into a set of squares, six across, and eight deep. Each vertical row, beginning at the left, represents a day of the week, and the horizontal rows, beginning at the top, are for the working hours of each day. Thus each sheet, dated at the top, represents a week.

When this business man makes an appointment to see Stone next Wednesday at 11 o'clock, he simply jots Stone's name down in the third column from the left—Wednesday—and the third square from the top of the column—since his day begins at 9 a. m. A real advantage of the idea is the way in which it enables him to visualize his appointments and distribute them evenly through his days and through the week, so that he does not overload one day at the expense of another. A single glance enables him to tell just how full next Thursday is. and whether he had better see Hayes on that day or on Friday. Moreover, each night a quick survey of the vertical column of next day's work enables him to map out his schedule effectively, economizing on time and details. He says that he finds the little unpleasant jobs,

on which he formerly was likely to procrastinate, have a habit of getting themselves done on schedule if jotted down for a given day and hour.

PLAN 69 PERHAPS THIS IS THE PLAN YOU'RE LOOKING FOR

The chances are that no matter what kind of business you happen to be in, you will find it about as easy as falling off a log to work out some sort of a variation of this plan to fit your own particular needs.

An "office encyclopedia" is the plan worked out by a Pennsylvania business man for saving his time in looking up information regarding customers. Before he evolved the new method rarely was there a record sufficiently complete at hand. Like many other managers he looked up accounts, examined the contract books and the orders previously entered, delved in Dun or Brad- street, and otherwise resorted to the usual laborious methods. And it all took time.

Now he consults the "office encyclopedia." He or the head of any department can refer instantly to the complete record of any customer and learn the condition of the account at the moment without bothering the book-keepers; note how the customer has been paying; find the record of letters written for a remittance; determine his credit rating; learn what material the customer buys; the contracts in force; and his address, shipping point; and every other data that may be of interest regarding him.

Two card records constitute the "encyclopedia." One (Figure 13) is the basis of the customer's record. A card is made out for every customer on the books and for all prospective buyers. It contains all pertinent information concerning each one. All departments must join in the accurate keeping of the record.

For instance, the names and addresses are filled in by the sales department upon the receipt of the first inquiry, together with credit or any other data obtainable. The invoice department is next required to insert the necessary information under "material," showing the principal products which the customer buys. The information under the heading "contracts" is furnished by the clerk who has charge of this detail. A cipher often is used for the insertion of prices, but this practice is not invariable.

The back of this form is blank and is reserved for special remarks—principally information gathered through correspondence or furnished by agents, complaints of importance, and the disposition or settlement of them. The card is 5 by 8 inches and is filed alphabetically in a cabinet which is kept in the most convenient position for reference. The cards are filed and cross-indexed under whatever headings are deemed necessary.

The second card (Figure 13) is for collections and is kept separate from the customers' record. Its prime purpose is to enable the manager to keep an accurate tab on all past due accounts. The bookkeeper, every few days, goes over the invoice book and enters on the cards each customer's name whose account is past due, the dates, and the ledger folio. All cards are placed in alphabetical order in a cabinet. This enables anyone to go quickly over the past due accounts and make deductions without wasting time asking questions. Whenever an account is settled the card is marked "paid."

My assistants understand they are to adhere strictly to this plan and I encourage them to be alert in following it out in detail. I get my information speedily and clear away my desk without vexing delays. Certain letters obviously fall into well-defined classes so that I merely designate what answers to send.

I realize that the way we handle correspondence reflects the spirit of the house, so that is all the more reason why I want it handled systematically and by a definite schedule. I read the letters received only once unless they are of such importance that they require holding over for study. This method—open, read, dictate answer—makes for quick, effective handling of correspondence.

PLAN 70 THIS PLAN SAVED 10%

It happens that this is the plan of a factory superintendent, but once you have read it, you will readily see that it can be applied wherever interviews form a part of the day's work.

A factory superintendent, whose time is much in demand by people both in and out of his own organization, has so arranged his office chairs with relation to his own desk, as to make an estimated saving of 10% of the time formerly taken up by interviews.

The chair to the right of his desk is for outside callers; that on the left is for employees. Regular callers understand the plan and, when admitted, they always take the chair on the right without being invited to sit down. If a foreman enters while an interview is going on he takes the left-hand chair and the superintendent can dispose of him quickly, as a rule. Conferences of more importance are held in a private office.

This same executive has saved himself many additional minutes by having his office walled with clear glass. From his desk he can see the entire floor, a fact which has made unnecessary many of the inspection trips he formerly had to make. He overcame any possible objection to this idea from the men by explaining that the windows were put in not that he might spy upon them, but merely to save his own time.

PLAN 71 HOURS SAVED BY ELIMINATING "IF'S" AND "AND'S"

This is similar to Plan 95 in some respects, but it operates a little differently. That's why it's included—so that you can take your choice or combine the two, perhaps, to sate some of your fleeting minutes.

"I save hours in the course of a month by putting all my instructions in writing," says an Atlanta business man. "I do not except even the less important detailed orders, where it is possible to get them in black and white.

" Formerly I sent for men and more or less discussion was bound to result. "While holding

these interviews I often had my mind on other work, which was pressing, and was delayed by the 'if's and 'and's' that arise during a personal talk over business problems. I have eliminated a lot of useless argument and superfluous explaining of points an assistant can usually figure out for him- self and to much better advantage. And, even more important, I am sure that my instructions will be carried out as soon as possible.

"For each note I use a special sheet in duplicate with only two words on it, 'Do' and 'Done,' and also a serial number. I write the name of the person addressed just over the word 'Do.' The instructions and the date when the work is to be finished follow under this heading. The duplicate is kept by my secretary who files it under the date on which the task should be completed.

"At the bottom of the original slip is the word 'Done' and just below is a space for the worker's signature. "When he has finished the assignment he signs his name and returns the sheet to me. I give each assistant plenty of time for his task and I expect him to be through on the date specified, unless he sends in an explanation, bearing the number of the instruction note, and convinces me that he is warranted in having an extension of the time. In that case, the date on the duplicate is advanced accordingly."

PLAN 72 THIS PLAN SAVED MOMENTS TODAY

And, what's more, it also chased away noise and interruptions for the man who originated it. If you are disturbed too frequently in your work you'll want to know how this executive secludes himself successfully.

An ingenious short cut in executive work has been devised and put into practice by the head of a business man located in the Middle West, with the aid of a well known device for transmitting or overbeaming speech. No telephone or other mechanical appliance appears on his work-table; to all outward appearances his private office is as free from the machinery of business as is his library at home. But attached to the bottom of the work- table is the device, located at his right and within reach of his hand when he is seated in his chair. To this device are connected five wires. Three of these wires are connected with the private offices of his chief assistants ; the fourth, with the desk of his secretary, while the fifth is connected with the telephone switchboard in the outer office. This arrangement enables him to handle his day's work, if need be, without leaving his chair and without summoning a single individual to his office. By merely holding the small circular receiver to his ear, he is able to carry on, in a normal voice, telephone conversations via the switchboard, or to converse privately with any one or all three of his assistants; private conferences between the four are sometimes conducted by means of this device.

The executive dictates his letters over the instrument, to the economy of time and effort both of himself and of his secretary. And the device has been of special service in enabling his secretary or one or more of his three assistants to overhear the conversation that is of interest to them by the simple device of calling their offices—a modification of a scheme which has been extensively used in detective work and broadly exploited in spectacular ways during recent years.

PLAN 73

A PLAN MADE UP ENTIRELY OF "TIME SAVING KNACKS"

It's a knack for saving time that puts many a man ahead, we'll all admit—but even if we haven't the knack, what difference does it make as long as we have descriptions of the plans used by the lucky ones with the knack?

One business man has found that "little knacks" in the aggregate save him valuable time each day in handling correspondence. His plan eliminates all petty annoyances and obstacles to an orderly completion of the work. His assistants are given certain rules by which they cooperate with him, so that all letters come to him ready for easy reading. The use of pins or clips in the extreme upper left-hand corner only, or for some documents, the extreme lower left-hand corner, makes it unnecessary to remove the pin from correspondence in order to get at a name or date that is covered up.

In the letters themselves the sorter checks and under-scores important points so that the executive is enabled to visualize the contents quickly. As he goes over them he in turn indicates what disposition he wishes made of them. To save time in this work he uses abbreviations—a "shorthand" that explains itself—such as a capital "C," when he desires previous correspondence attached, and the letters "fu" followed by a future date, when subjects are to be followed up, as well as other private marks for various processes the letters require.

There is a vertical file within reach of his chair, with folders marked for "look-up" and for various form-letter replies. As he sorts his mail two or three times a day, he puts the routine items in the proper folders. His stenographer gets one or another folder in her free time, and answers the group of similar queries quickly.

PLAN 74

THIS PLAN CHECKED EIGHT TIME LEAKS

This man, finding himself too often swamped with work, and desiring to profit by previous mistakes, analyzed his problem as described below, and now he doesn't give himself a chance to be overcrowded. How he does it—and it's really a simple plan—may give you a profitable idea.

"Analysis of my problems enabled me to develop a plan for minimizing detail loads which were occurring all too frequently," says one business man. "So swamped was I at times by unexpected work that I found little opportunity for vital phases of policy and business growth.

I have overcome these conditions successfully.

"I saw in going over past work that losses in time came from the following eight causes:

- " 1. Delay in getting quotations showing extreme market changes.
- "2. Unusual runs on items which must be ordered from various supply sources.
- " 3. Emergency orders which upset routine.
- "4. Delay in promised shipments.

- "5. Unreported breakage.
- "6. Calls for goods stocked by competing firms.
- "7. Excessive correspondence covering a line or item under consideration.
- "8. Miscellaneous causes not important enough to be listed in above.

"To do away with these conditions, and thus gain time for myself, I not only placed more responsibility on my immediate assistants but arranged for greater cooperation from the various clerks—a simple readjustment when it was made clear. For instance, in handling unusual runs, I eliminated most of the worry and trouble by having clerks report such demands for goods the first day, making renewal possible ahead of the ordinary minimum stock notification.

PLAN 75

"IT HAS STOOD THE TEST OF YEARS," SAYS A MAN WHO HAS USED THIS PLAN

This plan—in a little different "dress," to be sure—to you is described as used by several men. Isn't the fact that they could all adapt it to their individual needs encouraging?

For tabulating quickly all useful information, one executive finds a "roster of data files" helpful and practical. He has proved its worth through several years' actual test.

This "roster" is made up of about 130 subjects, arranged alphabetically and placed under the glass plate in his desk. Opposite each subject is printed the number of the file in which data on that topic is placed. Whenever the executive comes across a letter, newspaper or magazine clipping, or design, setting forth other men's methods, or whenever he makes a written note of any idea which may occur to him, he glances over this roster to determine what subject the material should properly be classified under, marks the corresponding number on it, and places it in the basket, from which it reaches the proper files in the ordinary routine of the office or goes to the man who must handle it. Further.

In this particular case, such extensive use is made of this data file, because of its obvious value, that considerable time is required to keep it up. For ordinary purposes, however, the plan in its modified form is sufficient: a typewriter slip, containing only a small number of "data file" classifications and their corresponding numbers, may easily serve the purpose of the average desk worker, and may be attended to when occasion offers, by a stenographer.

Along this same line of gathering and filing information, a Chicago executive has his folders labeled by subject, then numbered consecutively, and filed in numerical order. An index sheet is kept handy, and by running down the list of subjects, which is arranged alphabetically, as far as possible, he quickly finds, without leaving his desk, the number of the desired folder. The value of this plan is that important numbers are soon committed to memory and it is easy to indicate by number in exactly what folder the file clerk should place a clipping or paper. Many items that might otherwise be lost or forgotten are readily "remembered" by this file, and put to valuable use when needed.

Similarly, a superintendent saves time by using a simple card index for referring to all quotations, thereby eliminating guessing at the prices of important purchases. The index saved the first year over 10% in the cost of raw material. This was possible because the superintendent's record of quotations enables him to avail himself of low prices when he was

ready to buy. He had the names of the sources of supply and their prices where he could refer to them immediately. He didn't trust to his memory.

PLAN 76

A PLAN FOR SECURING OTHER MEN'S METHODS

"I pick up a surprising amount of useful knowledge by following this plan, and save time as well," declares the business man who describes it below.

"I actually save time in my office," declares one business man, "by utilizing what otherwise would be waste minutes outside the office. This may sound strange but it's a fact. I have secured other men's methods and have gained a number of practical ideas for time and economy by reading torn-out articles from magazines during odd moments and on the suburban train.

"Previous to starting this plan I often missed out on helpful information in publications I had 'no time to read.' Magazines are so bulky that I found it inconvenient and annoying to carry them around. Even on the train they seemed to be in the way, especially if I was burdened with bundles. Now I always carry in my inside coat pocket and in my left rear trousers pocket a few good articles from a recent magazine or trade journal containing information worth my time. "When the magazines arrive each month or week I simply glance through them hurriedly and tear out the interesting items along my special line.

"Once in a while there is a magazine so full of methods I want that I don't tear it. Of course, during the first hour of the working day when my mind is fresh for the more important problems I rarely take time to read but there are a number of moments during the day when I do extract an article from my pocket and go over it.

"I find I pick up a surprising amount of useful knowledge by following this plan. I have not hesitated at tearing the leaves out of a book in order to get its points. Once I kept a book on the table at home four months hoping for the time to read it. It was too large to carry in a pocket. So I took out the leaves and read it in sections, completing it in a week."

PLAN 77

A PLAN FOR CONCENTRATING WHICH WORKS

An organizer describes a rattling good plan and shows how, in cutting down time losses for himself, he automatically raised his standard of work and developed in a most simple way a valuable habit of concentrating his thought.

"It is probably impossible to tell the number of hours I have saved by learning to concentrate," writes a busy executive. "I worked out this plan when I found it almost a physical impossibility to meet all of my business appointments. I would go into a conference scheduled to last for an hour and find that the time allotted would be entirely consumed in unprofitable discussion before a point was gained from which a decision could be reached. This would make me late for my next appointment or interview, and often the few minutes lost meant the loss of many dollars on a big deal of some sort.

"I realized I was to blame as much as the other men. We talked 'about' the subject but not definitely 'to' it. I made up my mind to be a good listener. At the next conference, which was most important, I remained quiet and analyzed. While the others talked I kept my eyes and mind focused upon a pad of paper on the table. I charted the undertaking under its various heads, putting them down in logical sequence. When I had finished I spoke and, by aid of my notations, called the men back to the main issues.

"With a concrete plan before them, these men quickly suggested a change here or approval there. With the subject predigested they agreed to the whole arrangement and the work was finished within the allotted period.

"This was simply due to the ability to concentrate. I was able to meet the next appointment on time. In all my work I pursue the same course. My time is almost always as full as it was on that one occasion. I cannot afford, therefore, to decide a question once and revise my decision later. I cannot afford to rewrite a letter, a proposition or a report in order to make it say more exactly what I intended. I know that success along these lines requires a predigestion of the subject, but surely almost everyone can acquire that facility."

PLAN 78

THE "WALLBOARD" PLAN

Overseeing the work of others, or just "running ourselves," usually involves a lot of detail. That's why we are all continually looking for the best ways to save time. Perhaps an adaptation of the following plan will help.

The manager of an eastern firm uses a "planning board" to short-cut his daily routine and to watch general details with the least time and effort. This board he finds easy to operate and valuable in a great many ways. It hangs on the wall of his office and really acts as a graphic representation of a card file for tabbing progress of all work under his supervision.

The device is approximately 7 feet high by 11 feet long. It is built of wood and has been painted a mahogany brown, and is divided into four sections—(1) ideas, (2) plans, (3) tasks, and (4) supervision, as shown in Figure 15. Perpendicular lines subdivide each of these four sections into columns, each of which is wide enough to contain record cards four inches wide, with a small margin on either side. The cards are perforated at the top so that they may be readily attached to little brass hooks provided at intervals.

In the upper left-hand corner of the board is the section marked "Ideas." Any idea or suggestion which might be useful to the business, whether it occurs to the executive, the manager of a department, or an employee, is briefly described on a pink card which is then hung up under this section, properly classified, and held for consideration until the idea is abandoned or adopted. In case of rejection, the card is merely destroyed.

If the idea is adopted, however, it becomes a definite job, and is transferred to a "plan strip" which is hung in the plan section. This plan strip consists of a "key card," to which is attached a series of eight operation or "task cards." Each of these bears the name of the job, the name of the person or department to whom the work is assigned, its character, the job number of

the "key card," and the decimal number of the individual ticket as well. The "key card" itself bears merely a list of the different tasks to be performed.

When work is actually started on any particular job, the tickets are all detached, the "key card" is hung in the "Supervision" section, and each operation or individual task card is hung under the name of the individual employee or department assigned to that task. The name of each employee appears in a small metal cardholder. "With this device it is only necessary to glance at the "Tasks" division to determine how many different duties have been assigned and to whom. The manager is able also to note quickly what each employee is working on. In this way he is saved a lot of questioning and wondering over the condition of the business. Without delay he can apprise himself of facts, and take any action which is necessary.

By referring to the "Supervision" section, he can tell instantly the condition of each job, for the number of missing tickets indicates the incomplete work. As fast as the tasks are completed the tickets are immediately hung in their proper position under the "key card" in the "Supervision" section.

This chart, besides its other advantages, enables the business head to apportion all work among his staff with ease. It prevents congestion in any one channel and saves useless trouble in handling tasks. Planning ahead is thus accomplished more readily. When plans have been completed, the cards are left hanging for reference until the executive has no further use for them. As an additional means of visualizing the work and to conserve his time, colors are used effectively on the board. The "plan, strips" are blue.

In case additional helpers are required on a job, a buff ticket records the fact, and the card is hung in the column under the name of the employee to whom the assistant is assigned. Red tickets call attention to rush tasks.

PLAN 79 HERE'S A PLAN THAT'S "DIFFERENT"

You might think offhand that this plan wouldn't interest you in the least, especially if your duties are unlike those of the manager who dislikes it. On the other hand, useful ideas often come from the most unexpected sources and a glance through this plan may well give you a suggestion for saving your time.

"I have found that one of the most difficult corners to turn in good business management is the shift from the road to office work and back again," says a general manager. "The man who travels intermittently, and at the same time supervises departments in the head office, is assailed by two sets of details—those of the field and those of the desk.

"I have worked out a plan which enables me to shift from one kind of environment to the other without losing time in either. In fact I have been able to save many precious minutes, and handle my job more satisfactorily. This is the way I dispose of details:

"1. All data necessary for road work are kept in a separate file and consist of copies of certain records and correspondence in the general file. Contracts, statistical tables, blueprints or other items needed only at rare intervals, or possibly not at all, are indexed. Cross-reference slips are included in the road file.

"2. Road information has precedence over office information where either must be delayed. This keeps the road file always ready for an emergency.

"3. An assistant handles all necessary work with me in outline. He states the methods he would pursue during my absence. Thus I train an understudy.

"4. To eliminate waste effort, I have the office tasks I must do scheduled in the order of their time importance, ready for immediate disposal on my return.

"5. "When in the field I receive a daily summary listing all important details which have been given attention."

PLAN 80

A PLAN WHICH SAVES TIME AUTOMATICALLY

"The best I have ever seen," says the man who has put it into practice. If your business involves the situation he has in mind you'll see how advantageous the arrangement is—and even if it doesn't, it's only fair to admit the big idea of his plan is not limited to just this one application, by any means.

With the aid of a unique electrical device, consisting of an annunciator with 60 indicators hanging on the wall in front of the desk and a flat metal push-button board that contains a corresponding number of buttons, the manager of one company has effected a time saving in handling interviews with his department heads and assistants. At the same time he has made it possible to select the order in which he shall see his lieutenants and thus regulate his appointments by their importance.

"Here is one of the best time and labor-saving plans for an executive that I have ever seen," he says, "and so far as I know it is the only one in the country."

But that does not mean that he either has or would want an exclusive claim to the device. It may be installed in any office without violating any patent right, for the simple reason that it consists merely of the common, ordinary electric push-button and annunciator, familiar in offices and homes throughout the country. It is the use to which ordinary fixtures are put that make them unusual.

The indicators on the annunciator connect with as many offices of the department heads of the company. If Mr. Rounds, room 228, wants to see the general manager, he merely presses a button on his desk and the annunciator in the chief's office proclaims the fact. And if the manager is ready to see Mr. Rounds he reaches out to the little flat-topped stand at the right of his desk and presses the button to room 228, which notifies Mr. Rounds that he may come at once and which automatically resets the indicator on the wall.

Do a dozen or two dozen officials want to see him at the same time? He glances at the board to determine which one he shall see first, and summons him. No department head comes to the office until he receives the answering signal.

No time is lost in waiting in the anteroom. No time is lost in sending or receiving telephone calls. And no intrusion in person or by wire is possible during a conference. The plan, this manager says, can be adapted to the office of any business executive who has occasion to consult frequently with his associates.

PLAN 81

THIS PLAN IS WORTH \$10,000 TO THE MAN WHO USES IT

No doubt you'll agree after reading this plan that this business man is of the always-up-and-doing type, and that his plan is not only a profitable time saver for him, but one which most of us can use.

"I have a filing cabinet which I can call my '\$10,000 file,' " says a Georgia business man, "and I sincerely believe it's worth more than that to me as a time-saving plan, for it matters not what subject I want, what idea, plan or clipping; it can usually be found in this mine of information, located just at the right of my desk.

" For filing any item of interest I use a plain sheet of paper with the word 'Subject,' a blank line, and a file number printed at the top. All my clippings, pictures, and photographs are pasted on these sheets and filed under the proper head. As the pasted leaves would ordinarily occupy too much room, we use an old-time copying press to press them out smooth.

"Another feature of my desk plan is a simple method of keeping daily memoranda in connection with my mail trays. On reaching my desk in the morning, I find all letters needing my attention in a basket on my left. As I answer the letters they go into the basket on my right. When the secretary takes this basket, she puts another in its place.

"It is her job to keep number 2 empty; and mine to keep number 1 empty. Each basket has a handle about 3 by 10 inches attached to one end in which movable memorandum cards are inserted every morning. Cards are made out for each day of the month, one for her and another for me. Most of these tabs are always in a stand before me so that I can jot down items that are far ahead, and compare figures with those for the same month last year.

PLAN 82

HAVE YOU TRIED THIS "THINK-OUT-LOUD" PLAN FOR HANDLING YOUR BIG PROBLEMS?

The man whose plan is described below was up against a problem a lot of us encounter. He settled it, as you will see, in an unusual yet 'funny-I-didn't-think-of-it-before" manner.

An executive, who realized more and more that his opportunities for constructive thinking were narrowing because of the rapid accumulation of detail, hit on this simple plan for developing new ideas. In its operation he has measurably increased his value to the business.

Every morning, as soon as he has looked through his most important mail, he dictates to his stenographer for 15 minutes. "What he says is not addressed to anyone. It often does not even consist of complete sentences. He is simply thinking aloud about improvements and ideas for the welfare of the business, and he finds he can concentrate better in this manner. After he has finished dictating, the stenographer types the suggestions and files them in a looseleaf book kept for the purpose. It takes the sales manager but a moment to glance regularly over this diary and judge what his ideas may be worth. He crosses off those which seem visionary or useless. He thus frees his mind for work on the larger problems and improvements which constantly come to him for decision.

At his invitation, other executives of the company drop in once a week or so and run over the pages he has added to the volume. If they see any suggestion which strikes them as having possible value they make a note of it for later discussion with him. In this way his plan also brings him more often into contact with other thinkers in the organization and he gets a broader viewpoint of his work.

"But, after all, the best feature about the plan," he says, "is that for at least 15 minutes every day, I keep my mind fixed intently on constructive phases of the business. There is always so much executive detail which must be done that really progressive planning is likely to be thrust to one side, without a provision like this.

A good many of my ideas don't amount to shucks; but if I only hit one real plan for boosting this business each month, I have gained on myself. The fact is, my average of workable ideas is a good deal higher than that."

PLAN 83

THIS PLAN CORRECTED A LOSS OF TIME BY REMOVING THE CAUSE

No doubt you've had this experience—drop everything you're doing and wait for supplies of one sort or another when you unexpectedly ran short of them. That is why you'll appreciate this plan. It isn't a cast iron method to be applied to every situation, but just a suggestion for preventing recurrences. It organizes your desk into a "partner."

A standardized desk arrangement and standard desk equipment is a western manager's plan to prevent complaints due to lack of desk supplies and the resulting time waste.

First, the desks are divided into three classes—A, B, and C. Each class of desk is given a standard arrangement, so that any person can go to any desk in the office and find whatever he is looking for. A Class A desk is illustrated in Figure 16. Standard equipment and supplies are put in each desk according to its classification, and printed slips are in stock for the office boys, whose duty it is to see that the supplies do not run out.

All desks are inspected twice a week. In Figure 17 is shown one of the slips by which an office boy checks up the equipment and supplies for a Class B desk. Every item is specified, with its symbol, standard quantity, proper placing and—for supplies—the maximum and

minimum quantities.

The standardized desk plan of another office manager is indicated in Figure 18. It really is an organized "desk partner." You will notice that the papers, records, and memoranda which the executive needs are kept in the two deep vertical files at his right hand, while general data and memoranda, stationery supplies, and the like, occupy the four drawers at the left. The standard arrangement for the top is as shown; ruler, scissors, and other large tools are kept in the middle drawer. Erasers, clips, pins, and extra pencils are stored in a tray in the top left-hand drawer.

PLAN 84

HERE'S ONE WAY TO GET THE JUMP ON IRRITATING TRIFLES

This plan is a combination of two ideas used by as many busy men. You'll admit there's no need of worrying over details which you can turn over to others, and that's why their knacks for saving time should interest you.

An executive, who assigns daily to his assistants a number of detail tasks which are individually of such importance that none can be permitted to be overlooked or delayed, has overcome the worry and time loss so often coincident with such supervision, by using a small duplicate-leaf memorandum book as a means of checking up the work.

This plan obviates unnecessary personal inquiry and follow-up, and is a relief from irritating trifles. All sheets in the book have printed at the top: "Memo from Mr. Rice to . ." The blank line is left for the name of the assistant who receives the instructions. Another line is provided for the date. The sheets are serially numbered in pairs.

Each task is assigned on one of these memoranda in duplicate. The original is detached and handed to the assistant while a carbon copy of the same serial number remains in the book on the executive's desk. A quick look through the memoranda each morning shows him

just what work is outstanding, how it is divided up, and what progress the force is making. Each item also indicates to him in black and white the value and speed of each assistant. He can also tell at once whether any- work is lagging and go after it.

When a task is completed the original "memo" is returned to him with a notation on its face to that effect. A checkmark is then made on the carbon copy in the book and the original destroyed. By tearing off the upper right-hand corners of all sheets representing completed tasks, those still unfinished can be quickly seen.

The plan thus not only serves as a ready indicator of the standing of all assigned work, but provides a check against any of it being forgotten.

In another concern various requisitions, orders, and items from assistants require the O. K. of the manager on both the original and carbon copy. His minutes are valuable, so he cuts down this necessary routine by using a punch bearing his initials. This instantly and plainly marks both the original and duplicate by one motion.

PLAN 85

"I CAN'T BEGIN TO TELL HOW MUCH TIME AND WORRY THIS PLAN HAS SAVED"

So writes the Iowa man who describes it below and it certainly seems adaptable to many circumstances. You'll concede that he has surely received much benefit from it —so why not you, too?

"After I had installed a method of keeping track of the sales in each department in order to manage my business better," writes an Iowa business man, "I still found I was pressed for the time to analyze the figures and adjust the stocks to insure the most profit. I finally hit upon a plan to overcome this hitch.

" I had a blackboard put up on the office wall opposite my desk. At the top I put three headings, 'estimate,' 'actual,' and 'remarks,' and left a space for the date, 'week ending . . .'. At the left of the board I listed the various departments. Each Monday morning I jot down in round numbers in the column under 'estimate' what I feel each department should do that week or rather what I should like to see done. Then at the close of the week my bookkeeper enters from her records, under 'actual,' the net sales from each source. She also adds under 'remarks' any special point in connection with each department's showing.

"To visualize the results even more emphatically she uses white and red tabs on the board. For instance, if a department has gone away below previous sales or is showing other signs of sleepiness she indicates the danger with a red signal hung on a hook at the left of the actual figures. If a department is showing up unusually well she displays a white tab to show me that I need have no concern in that direction.

"I find the plan has some splendid points. Instead of having to go over a lot of figures and keep track of weekly reports on my desk, I have before me out of the way of other details a bird's-eye view of each week's business. If I am rushed the first part of the week I need not feel compelled to go into a thorough analysis of all the figures. I take the red-signaled amounts first and immediately get busy to find the remedy. Often I am able to change the sales policy of some department in time to overcome what might have been a serious loss and so, you see, my plan pays in actual cash as well as in peace of mind.

"As the board is so easy to glance at, it gives me an opportunity between times to study the business we have done and work out new ideas for increasing sales. I like to see how near the actual figures come to my estimates. As a result, the board is really an inspiration to push sales all over the store. There's no danger of my forgetting that weekly report, because it's right before me all the time. The board has a curtain in case I desire for any reason to cover up the figures. I can't begin to tell how much time and worry this plan has saved."

"I find also," this man continues, "that my minor executives, and even some of the other workers, use the board as a guide to their own work. When they obtain information about the business from the board, instead of from me, time is saved all around, business receives a fresh impetus, and management is much easier."

PLAN 86

"SAVES A LOT OF TIME"

You may say that this plan is a simple one, and perhaps it is; still very often the most simple of ideas, once put to work in either an office or a store, produce the most surprising results.

"In considering the source of the plan it has occurred to me that often a good suggestion may be available in other businesses for my own work. I now make it a point to watch for good ideas in out-of-the-way places."

"I have an interview plan," says a business man located in the Middle West, "which saves a lot of my time and insures obtaining the information I desire. Formerly I often was annoyed after a regular caller had left my office to find that a particular subject I intended to take up with him had been forgotten. Especially was this the case when anyone called unexpectedly.

"To overcome the difficulty I started a little index of my business callers, with their names arranged alphabetically. This I keep in a small box on my desk. Whenever any item which I may desire to take up with one of these men occurs to me I jot it down in a word or two on his card.

"Whenever an habitual caller is announced, it takes but the time he spends in walking from the outside office to my door to glance at the topics on his record card and prime myself for the interview. As the names all show up clearly on tabs and are few in number, no effort is required to find the information. When the visitor enters my office I know exactly what I want to talk over with him and I shape the interview accordingly.

"This preparation, too, saves a great deal of time in conducting an interview, for it automatically tends to make it more concise. As a result, I never let a man saunter in and start talking at random. I get my business, including the topics noted on his card, finished first and close the subject. Then I ask him what I can do for him and am able to get through with the call in record time. Further, by conducting my interview with him first in the rapid-fire style of a busy man, he becomes inspired with somewhat the same spirit and gets to the point in half or a quarter of the time he would otherwise take."

PLAN 87

"SAVED ME HALF A DAY," DECLARES THE MAN WHO USES THIS PLAN

Sounds too good to be true? Maybe it does, but the executive below who uses it tells you exactly how he passes it across and, as you read, you'll see it's not so impossible after all.

"I frequently save as much as half a day of my time," says a Detroit executive, "simply by having my schedule arranged to insure the right 'kick-off' at the start. Thus I find that it pays to take the subject of psychology into consideration and that there is a best way to direct both myself and those under me.

"I formerly jumped into my correspondence immediately on my arrival at the office. The time would go by quickly and there would always be what seemed necessary interruptions. One after another my men would ask for 'just a minute' to take up some questions and noon would

come upon me with no conference held to consider important topics with all the selling force at the same time.

" I finally got around to the conference, the men were restless and I was more or less fagged. Consequently we didn't make the most of our conference time. I quietly went on a still hunt to see where I was wrong and quickly concluded that I started the day poorly. My new plan solves the difficulty.

" Now my conference with the salesmen comes first. We go right at our problems when we are all fresh and we take care of any point which may come up and settle it on the spot. There is rapid action at these early morning meetings and we get away with items in short order that before bothered me at intervals during most of the day.

"Not only does this early meeting ginger me up for my other duties but it starts the men off with more 'pep' as well. After the conference I reserve a few moments for the individual salesmen who may wish an interview with me on any particular point of the work.

"Next I tackle my correspondence. As our day begins at 8:30 it is usually 10 or a little later when I start on letters. Under propitious circumstances I finish in time to spend half an hour in tabbing on paper the next morning's conference subjects and other work. This in itself saves time on the tasks of the following day. Often, now, I have opportunity before noon to do reading.

PLAN 88

A PLAN WHICH CONSERVES TIME FOR IMPORTANT PROBLEMS

At first glance you might wonder if you could adapt this plan to your own uses. Not directly, perhaps, but it illustrates several interesting fundamentals, and whether your business is large or small, they're worth considering.

An executive in the Middle West has cut down his correspondence detail work to a negligible minimum by planning far enough ahead to avoid receiving more than a few letters to answer. Here is a point on business analysis that offers every man a suggestive line of thought.

The unit of money taken in for this company is 5 cents, and every nickel means, perhaps, a transaction with a more or less "touchy" individual. The unit of operation is a car which may transport a hundred of these fault-finding individuals. Anything which will start these people to writing letters will bring a flood of mail that an army of clerks could not cope with. Any system permitting a detail to break across the line between department head and executive will end in an avalanche that will overwhelm the executive. In the end he will spend his days signing papers. He will have no time save for non-essentials.

This president blocked that gap in the dike before it ever appeared. He departmentalized the company's work so thoroughly that serious complaints and problems requiring his personal attention are rare. He was far-seeing enough to select superintendents and heads of departments whose work would be performed so diligently that a flood of mail would be impossible. He figures his small stack of mail now is nine tenths less than it otherwise would be.

To avoid further loss of time and motion, there is a meeting of each department once a week; likewise a conference once a week for all department heads. This latter meeting hears and discusses the problems in each department and eliminates interdepartmental letter writing by concentrating nearly all discussions and decisions into that one session. Exit, therefore, a useless pile of mail.

"Our men talk it out rather than write it out," says the business man. " That gives me time for more profitable tasks than signing papers or reading them."

He has worked out other detail methods making for personal efficiency. For example, his secretary takes the name and business connection of everyone who calls him on the telephone and hands him a slip of paper containing this information before he lifts his receiver. At a glance he gets facts which sometimes would take a minute to convey. That saves a little time. It also avoids occasional misunderstandings. The method requires a secretary with real intelligence and considerable discretion, of course. But he knows from experience that it makes for time economy.

PLAN 89

ALTHOUGH 10 YEARS OLD, THIS PLAN IS STILL SAVING TIME

Ten years is a real record of service for one ideal You may say "it's too old," but perhaps there is an idea in it that you can turn into a time saver for you in a brand new way.

One manager, who found himself worrying over a mass of detail, took his work to pieces one day about 10 years ago and out of the resulting analysis devised an entirely new plan for handling his routine.

At the outset he saw that he must have more time for his own creative work and for directing, with less effort, the work of others. But he feared that small details would be neglected which might lead to serious consequences

To put a check on these details and also save as much time as possible he started a file strictly for his own use. From this file he excluded all papers that properly belonged to the general office file, but retained the same arrangement of subjects as the general file. In the lower right double drawer of his desk he placed 31 ordinary vertical file folders, numbered from 1 to 31, representing the days of the month.

These folders take anything from a scrap of sandpaper to a standard size letterhead and this manager uses them as a sort of universal reminder. He dedicated the right-hand side pocket of his coat as a temporary extension to this file, and in it he slips any memoranda that he takes when away from his desk. These are jotted down on any piece of paper that happens to be handy.

Every morning he pulls out the folder for that day, goes through it for items of immediate importance and then files in it the notes and letters that have accumulated in his pocket, putting the folder back of the other folders to serve as a filing space for the same day a month

later. Some of the notes can, of course, be destroyed, as the items to which they refer have been disposed of. Some memoranda must be refiled, and others are extracted from the file to be acted upon. Some recurring items (such as monthly reports) have a sheet or sheets which come out every month; these are at once returned as a reminder for the following month when, of course, they again come to hand for attention.

All the petty checks which are so necessary in business are represented by a note; for example, "Check up mailing system" means that it is advisable to make a casual tour of that department to determine how the mailing system is operating. This need only be done at infrequent intervals, and any lapses which may be found are so vigorously brought to the attention of those responsible that every effort is made by employees to keep work high in quality.

The great bulk of material that this manager files consists of copies of letters containing promises and acknowledgments. These copies are simply slipped into the file folders for the dates when they should be acted upon.

PLAN 90

"SAVES TIME FOR EVERYBODY CONCERNED"

When you stop to consider that advertising in some form or other is being used by practically every business, you'll see the broad field for just such plans as this. It has a direct time-saving value, and also helps increase accuracy, thus eliminating many incidental time losses.

"We have a system for cuts and photographs which has saved everybody in our office a lot of time," says the manager of a middle western firm which uses many photographs in his advertising. The system keeps track of an enormous number of photographs, negatives, wash drawings, zinc etchings, wax engravings, and all the information about them, such as who is using them, with the correct address, and where electros may be found.

"The key to the plan is the assignment of serial numbers to all photographs, after arranging them by sizes. Numbers from 1 to 5,000 are reserved for miscellaneous sizes; 5,001 to 10,000 are for 4 by 5 inch negatives; 10,001 to 20,000 for 5 by 7 inch, and so on. Each negative is marked with a serial number and the date it was made.

"For indexing purposes, prints are pasted on two 6 by 8 inch cards, one for a numerical index and the other for the subject index.

"Electrotypes bear the same number as the original cut, followed by a serial number running from one up showing the number of electros made from the cut. The numerical index also serves to keep track of cuts, as the cards show the number of the case in which they belong.

"When a cut leaves the office, a record is made of it on a card shown in Figure 19. This card, filed alphabetically, shows the name of the firm to which the cuts are sent, the address, and number of cuts delivered. "When the cuts are returned the cards are destroyed.

"This system is particularly effective as a time-saving device from the executives down to the

clerks who handle the negatives and cuts. It also eliminates the little time losses that so often result, perhaps indirectly, from a faulty system of recording."

PLAN 91 FOR 10 YEARS THIS PLAN HAS SAVED TIME/AND NERVE WEAR AND TEAR

This plan is unique. It's effective, too. Perhaps every man who reads it can't use it, but one thing is sure: You can't tell how much it may help you out until you do read it. And it's in the users own words.

This is a filing plan that suits me down to the ground. It will suit you, too, if you do the same general kind of work I do, or have about the same problems when it comes to finding "that document" in a hurry.

What is my work?

It is of a non-routine nature. It is always different. No steady stream of reports and correspondence flows across my desk, the same day after day, to be handled by "referring" it to "the proper party" or answering by dictated letter. It runs, instead, eternally along new paths. First, there is some condition in the business, not yet covered by routine or ruling, that needs to be pruned or watered. We discuss the matter. We reach a certain unanimity as to the right kind of pruning or watering. Then these remedial measures must be translated into detailed procedure and concrete words and acts.

I expressly abstain from stating the name of my job. The minute I do that every man whose job has a different name concludes this article is not for him. In reality, this article is for anyone whose work, in essence, is pro- motional and involves masses of hodgepodge memoranda, letters, blueprints, schedules, reports, notes of conferences, and the like. It is for the man who frequently "wants what he wants" out of this mass instantaneously to clinch his point in the eager talks so characteristic of uncharted work. It may be a complaint from a consumer; it may be a clipping from the morning's news; it may be a rough drawing by one's favorite artist; but one wants it quick!

Here's the plan: the moment I can get any paper or document off my desk and into a drawer I do so. I use only one drawer. Everything is put into it, one thing on top of another. This is no sorting, no classification. Into the drawer it goes, the latest always on top, to be covered in its turn by the next paper, and so on. When I want to get any recent paper, I simply look in this one drawer for it. Evidently, the more recent it is, the oftener I shall want it—and the more recent it is, again, the nearer the top it is, and the easier to find.

That is the first half of the system. The basis is not alphabetical, nor subject, nor nature of document. "Recency" is the sole basis. By simply laying one thing in one drawer, hour by hour, day after day, you automatically insure that the oftenest wanted paper is the one nearest the top and therefore easiest to find. You "file" as you go along. Whatever you want you will find in the drawer. You always get it. You get it inside of 30 seconds; often instantaneously. There is no pressing the button for the "filing clerk"; no wait for her to return, dismayed and fearful of rebuke, to report that the paper cannot be found but "the boys are looking for it; they think Mr. Drew had it, but he is sick today." That is all eliminated.

"But what," you ask, "happens when this magic drawer becomes full to overflowing?" When that happens, and it happens regularly, of course, I take out the entire mass and lay it on my desk upside down. The oldest pieces are now on top. I turn each piece over in its turn and one glance tells me whether it should remain in the drawer or whether, by the lapse of time, it has become "dead"—and it is wonderful how many papers, in constant use one week, snatched out and exhibited time and time again, become later mere antiquities because the work they represent is done and disposed of.

The trashiest of the "dead" pieces go in the waste basket. The rest—those that may possibly come to life some day or be wanted in connection with another task—are filed—this time in the ordinary and accepted sense of the word "file." They go either into the general office files, if they belong there, or they go into my own private subject file if they are such that no other department could or would want them.

So I go on, working from the bottom up until the newness and recency of the pieces I encounter warns me they are likely to be wanted any moment because they concern work still unfinished. There I stop, and restore the now much reduced pile to its drawer, to be the foundation of today's and tomorrow's and next week's accumulations.

I got this system from an advertising expert who is one of the shrewdest and cleverest judges of office methods I ever met. He has used the method for years and it works perfectly. I never knew him to be flurried or hurried in laying his hand on any paper. The precise document he needed seemed to appear in his hand as though it had materialized from thin air. He would simply reach to the one drawer and draw out what he required while he was talking about it. A good many business men—retailers and other heads of businesses—unconsciously carry out the first part of this system. They let papers accumulate in piles from day to day. Very much so! But this is planlessness rather than plan. These men allow papers to pile up unsorted, not because they have any method in so doing, but merely because that is a lazy man's way. "When they want anything from the heap, there is a hurried, scrambling search, with subdued "cussing" perhaps, but the desired document seldom is found.

I sometimes think my method has a kind of philosophical basis. If we look upon a file as a kind of mechanical memory (and sometimes it is called so) then the ideal basis for filing would be that of the human memory—and we all know that facts are filed in our brains mostly by "recency." "We remember today's events best, yesterday's less well, and so on.

I have used this system for 10 years, with infinite saving of nerve wear and tear.

PLAN 92

A NEW APPLICATION OF AN OLD IDEA

The business man who uses this plan finds that it saves him much time, not only in getting the information he wants, but by freeing him of a great deal of responsibility for remembering.

To keep in touch with the various business conventions and trade gatherings that command his attention, a business man who wishes to be informed about these meetings has had built

a wooden bulletin board that now stands against the wall of his private office. It can be covered with a curtain if desired. This board is about 6 feet square, and is divided into 12 perpendicular grooves—one for each month of the year. It is illustrated in Figure 20. Into these grooves his secretary inserts cards, 3 by 5 inches in size, upon each of which is typewritten a brief memorandum referring to some gathering that might be of interest to him, and including the date and the place. In this way he can keep before his desk notices for months ahead.

This method has an advantage in that it forces the coming events upon the attention in a striking form. There are, of course, a number of other ways, including card files, for filing information of this type, but this man happens to prefer the board because it throws the data before him in an unusually emphatic manner.

The cards are held in position by small wooden knobs. Metal hooks or clips would, of course, serve the same purpose.

PLAN 93 USELESS MOTIONS STOOD NO CHANCE AGAINST THIS PLAN

Leaving his desk at frequent intervals and hunting for this or that paper or memorandum found no favor with this man. He analyzed his needs and tells below how he saved himself both time and labor.

"A question I put to myself was:" says a San Francisco business man, "how can I arrange my equipment and systematize my work so that I may accomplish the greatest results with the least effort? In order to answer the question I studied my needs and worked out a new plan, which meant making some changes in my office. They are not many, nor were they costly. But they are saving my time, money and labor.

"I sit in an armless swivel desk chair. I have arranged my entire equipment, as shown in Figure 21, so that I can reach anything I want without leaving that chair.

PLAN NINETY-THREE

" In conjunction with my desk I formerly had a table. I discarded this and substituted a flat-topped typewriter desk. It takes up less room than the table, and adds a typewriter and five drawers to my facilities. A stenographer is available at the pressure of a button, but the typewriter at times is faster and more satisfactory for items that require intimate care. My 'To be filed' and 'Under consideration' trays are as before. Only I have glued them in place. The 'Under consideration' tray is open on the side and folders subdivide it into six compartments.

" The buzzer is now screwed in a handy place; I transferred it from the inner leg of the roll top desk. Pasted on the drawleaf shelf at the right are the telephone numbers I frequently use, while the city directory hangs at the side of the desk. A daily calendar pad enables me to enter appointments. The caller's chair is set in one position and all papers are well removed from casual eyes.

"By pulling out a drawer of each desk, a drafting board is provided, slightly elevated, at sitting

height and in excellent light. Drafting instruments, pens, brushes and other tools are kept in the center drawer of the flat top desk. A spiral pen rack permits quick selections. Scrap books for filing clippings I have placed in the side drawers.

"The low roll top desk carries a large plate glass under which I have placed maps and tables which I use frequently. Stationery is placed immediately above. Copy paper is stored next to the typewriter on the same shelf. My reference library is on the desk top.

"Large photos and the blueprints lie flat in the wide center drawer. A callers' card-index file is in the right upper drawer. Private letters and data for articles are filed in a lower drawer.

"The cost of the improvement was trifling in view of the advantage of putting my hand at once on anything I need at the very moment I need it."

PLAN 94 THESE "POCKET-MEMO" PLANS MADE GOOD

A lot in a little space—that's what the pocket memoranda idea amounts to. You will no doubt find below a helpful hint or two which you can apply to your own difficulties.

"I carry the big deals in my head and the details in my pocket," is the figurative but pointed way one business man describes his plan for making each day count the most. He has on his desk a private memorandum of all his duties. In this way he keeps track of the many branches of his business which require attention. "I have learned," he says, "two facts—that a mind burdened with details is not effective as it should be, and that a memorandum supplementing the memory helps to overcome the difficulty."

His "detail partner" is a looseleaf book, which permits him to discard data no longer needed. This prevents overloading the book and thereby defeating its time-saving purpose. In its present form, this executive considers his memorandum his best business friend. To suit his needs he dates a dozen or more leaves ahead, and makes notes of conferences, deals, or other important items to be considered on those dates.

Each morning the old sheets are taken out and the current date is always kept as the first page in the book. If some little detail remains undone it is tabbed on the next page or entered on a sheet of some convenient day ahead. This keeps the items in the book always fresh. General notes not properly coming on the dated sheets are made on the leaves in the back and torn out when they have served their purpose.

Loose leaves are now obtainable in such a wide variety of ruled and printed forms, including miniature day books, cash books, journals, and ledgers, that he makes his binder serve a number of uses as his needs require. "When necessary he carries it with him outside the office to record business transactions. Thus temporary entries of personal or business deals are made at times when an assistant is not at hand, and a concise and accurate record is kept until the time of final entry in the permanent books of the concern.

Another executive carries the pocket memorandum plan even further than the ordinary looseleaf book. He uses a binder of a type that has on the inside of each cover a metal rim for

holding half a dozen or more cards tabbed and indexed at the upper edge. These cards, inside one cover, are indexed with the days of the week and month, and inside the other, with letters of the alphabet. A full supply of cards, tabbed for all the days of the year, is kept in a drawer in the office file to be used for the binder as needed. Memorandum notes for future dates may be made on any of the cards as far as a year ahead.

Each Monday morning the cards for the week just starting are taken from the file and placed in the pocket binder. Each morning the tab of the previous day is removed from its top position in the binder and slipped behind the others. The memorandum scheme is in reality a combination office-and-pocket card system and has a distinct advantage in that reminder notes may be made for almost any time in the future.

Another office man has constant need of a readily accessible list of addresses and telephone numbers of business men and personal friends. For this purpose he finds a note book with alphabetically tabbed sections the most satisfactory. He also finds it desirable to keep a small pocket memorandum exclusively for addresses, and uses a permanently bound book for the purpose.

PLAN 95

A PLAN FOR FOLLOWING EACH TASK THROUGH UNTIL COMPLETED

No busy man wants to spend all his time inquiring how this or that work is progressing and when it will be finished. Here's the method one executive uses to handle this part of his work automatically. You'll readily see how simply it works.

The head of one business now saves more time than he did previously by means of a rapid-action plan of issuing instructions. He has on his desk a looseleaf book, containing sheets in duplicate, like those illustrated in Figure 22. These are numbered serially. Whenever he wishes to give special instructions to any assistant he writes them in this book and sends the carbon duplicate to the designated person or department head. The printed items on the sheet obviate any more writing by the executive than absolutely necessary.

The slip is perforated a little below the center so that the lower portion may be torn off. If by any chance the instructions cannot be carried out by the time indicated, the stub is filled in and returned to the general manager immediately. In this way he learns at the earliest possible moment the reasons his directions cannot be followed out. As soon as his orders have been taken care of, the upper portion of the slip is signed by the person to whom the work was delegated and returned to the general manager.

This makes it possible for the executive to control certain necessary details of the business from his own desk with the assurance that his instructions will either be followed out on time or he will know the reason why.

PLAN 96

A "FOLLOW-UP" PLAN THAT STRENGTHENED BUSINESS JUDGMENT

Here's a plan for installing a follow-up on tasks and

correspondence that certainly is unusual in many ways. The man who "put it on the office map" has so increased his powers of decision and capacity for large problems that he feels sure of its worth to others.

An "intermediate" file for following up correspondence and other items of business is the plan a Kansas City business man has developed to conserve his time and relieve his mind of a multitude of details. He calls it his "remember file" and declares it has strengthened his business judgment and increased his capacity for handling his larger problems. Annoying delays in his correspondence have been eliminated and his instructions are carried out quickly and correctly.

Only subjects to be followed up go into the "remember file." All permanent data is excluded. The arrangement is simple. Three vertical filing drawers are provided to hold standard correspondence size manila folders, on which are printed instruction headings. In the space marked "To whom addressed" the file clerk writes the name of the individual or firm to whom the correspondence relates. The initials of the executive are placed in the space marked "Hand this to" and the follow-up date is entered as indicated. The space for initials is included because several heads in the company have adopted this plan.

The carbon copy of all letters and notes has a printed space in the upper right-hand corner for notations in regard to follow-up. When this executive reads and signs his mail, he either marks the carbon for the general file or places a date in the space marked "Follow-up," which indicates that he wishes it to come to his attention at that time. He simply places the carbon in the outgoing mail basket, and he knows that it will come to his attention again on the date he has indicated. This relieves him of remembering this particular correspondence until he wishes to take it up again.

Notes and instructions to employees are handled in a similar manner. "Written instructions are given for every assignment. The executive sends a carbon of each to the "remember file," marked with the date on which he wishes to check up the work. Thus, with no worry or loss of time, he is assured of notification at the time each task should be attended to.

An office boy collects all carbons. He divides them into those marked for the general or permanent file and those for the "follow-up" or "remember file." For each "follow-up," he makes out one of the manila folders described above, and files it. The folders are first of all arranged alphabetically under the names of the persons addressed, then they are arranged chronologically according to the follow-up dates, behind the different letters of the alphabet. Incoming mail, before it goes to the executive, has attached to it any correspondence from the follow-up which pertains to the various subjects taken up in each letter. This eliminates the trouble and delay of hunting correspondence after letters are in the executive's hands. He has all necessary information at once.

Every morning, after the incoming correspondence is taken care of, the office boy removes from the follow-up file folders marked for the current date and delivers them to the proper desks. The carbons automatically refresh the executive's memory on the subjects he wishes to take up that day. If the correspondence calls for immediate attention, he holds it for dictation; or, if it cannot be acted upon for a few days longer, he marks another follow-up date on it. If he wishes to dismiss the subject he marks the carbon copy for the general files.

The follow-up on the notes to the employees is handled in a slightly different manner. If a worker calls one of his assignments to the attention of his chief before the follow-up on it comes through, the carbon is simply destroyed. If, however, the executive has received no such notification, he leaves the carbon part way out of the folder and places it in the outgoing basket. The office boy takes it at once to the person to whom the order was given and waits until a report of some sort is written on the copy. It is then returned to the executive, who takes note of the report and, if he wishes, places a new follow-up date on the instructions. The real success of this plan, says the originator of it, is due largely to the almost inevitable way in which the folders appear on the dates set for them. His mind is relieved absolutely and yet his judgment is surer, for every vital fact or problem relating to the business is put before him at the right time for decision or final solution.

PLAN 97

KEEPING TRACK OF THE DAY'S LIABILITIES IN MOMENTS

President Wilson carries a little slip detailing the day's appointments in his test pocket. He has a reputation for always being on time. Here's another plan also intended to help a busy man keep track of engagements.

A Philadelphia business man keeps tab on his personal appointments by entering them on a 3 by 5 inch card (Figure 23), which he retains in a holder. It provides for morning, afternoon, and evening appointments and covers a period of a week.

If conferences, interviews or special meetings are to be held the following week, the dates are entered on a second card which is kept in the holder just behind the current schedule. Thus, with scarcely any effort, he is able to meet every demand and avoid conflict in arranging each day's work. And he is not nettled by forgetting important conferences. "It enables me," he says, "to keep a check on myself."

At the end of each week, the card for that week is filed away in an index drawer for convenient reference. This history of important business events, in which he takes part, affords a valuable means of verifying dates and other facts in case such questions arise.

PLAN 98

THIS PLAN DID AWAY WITH TAKING WORK HOME

It's certainly discouraging to find yourself confronted with a pile of unfinished work at the close of the day. Here's a plan that may help.

"I have never favored having all the details of our organization come to my desk," says one business man. "Yet so complex is the problem of keeping in touch with various activities, that for some time I frequently took reports home, or stayed after business hours at my desk, just trying to find out what was going on.

"There must be some way of simplifying the work, I felt, so I set about developing a system. It took about six months before we found out all its faults and corrected them; then it worked like a charm.

"It is a good deal like a newspaper's system for handling reporters. The basis of it is an assignment sheet, and a set of files which automatically sort out the completed work, and the various classes of 'live' business. The assignment sheet is a daily schedule of work for everybody in the office, even of routine tasks.

" The employees like the system, for it helps them get things done in short order; any papers that are needed can be quickly located by reference to the file and it has been a life saver for me. All carbons of letters and memorandums are made on a special form which contains reference to the individuals in the departments, the assignment sheet, the various files, and a ticker arrangement of dates. By simply checking the destination of the order, the person handling it, and the date, on the carbon of a letter, I know that item of business will be entered on the assignment sheet, and duly attended to at its proper time.

"This system has saved me time in disposing of my mail—this applies as well to every other correspondent in our organization; and it has also saved a tremendous amount of time in overseeing the work, for now I can put the assignment sheet in front of me and line up the situation in a few minutes."

PLAN 99

AN AUTOMATIC "PRIVATE SECRETARY" THAT SAVES TIME WITH A VENGEANCE

In this plan you will find time saving reduced almost to a science. Of course dictating machines and interhouse telephones may be "fifth wheels" to your business, but do not therefore pass the plan by; for to do so would be merely begging the question.

A western business man who believes in making appliances save a lot of his time has his dictating machine sunk in his desk, squarely in front of him and ready for rise. The tube lies at all times beneath his fingers. He has but to lift it to his mouth and turn the switch, when he can begin dictating.

Not only does he handle all his correspondence and interhouse communications in this way, but he makes it a practice to unburden his mind of every little suggestion that occurs to him. Ideas are elusive. They may even take flight while reaching for a note book and pencil. But if you can formulate them into words as they unfold in the mind, escape is much more difficult. This machine is arranged so conveniently that it is the next thing to an automatic memory for him. It enables him to get ideas down which might never be recorded otherwise—ideas that may mean thousands of dollars to the business. This use, which may be considered incidental by most people, is, in his opinion, the biggest single advantage of the appliance.

A handy intercommunicating telephone directory is another interesting feature of this executive's office. Instead of having a pendant card, he has a large paper disk fitted over the mouthpiece. This carries the house director as well as the more important local calls. If he happens to forget a number, in the moment that he is waiting for his central to answer, he can spin the disk around until the desired number is directly in front of his eyes. All the telephones in the plant are similarly equipped.

PLAN 100

A PLAN FOR DOING IT IN "HALF THE TIME"

Here you'll find out just how one business man freed himself from a mass of minor detail work and accomplished more in the same time.

An executive with a Baltimore concern found he was spending too much valuable time going over the voluminous monthly reports of the accounting department. Yet he had to know the vital facts. To eliminate the waste motion he worked out a plan to have each report summarized in the form of a graphic chart. Now in less than half the time he is able to make comparisons and visualize the status of the business.

A written report for various details is attached to the chart, should the executive desire and have time to study the figures further. He finds that one of the main obstacles to the wider use of charts has been the fact that the average office manager believes it is necessary to employ a draftsman to make them up, and that expensive drawing instruments will have to be procured.

"It is true," he says, "that the average clerk is not trained along these lines; but he very soon can be, for anyone of average intelligence may, with sufficient training, become expert in plotting and drawing curves in a very short time. The drafting consists chiefly of drawing straight lines, and a little lettering, although a typewriter may be used for most of this.

As to the cost of the necessary tools, \$4 will more than cover the price of a very complete set.

The following list includes everything needed:

- 3 bottles of drawing ink, one each of black, green, and red.
- 1 5 1/2-inch ruling pen
- 1 18-inch celluloid straight edge
- 1 6-inch celluloid triangle
- 1 fairly hard lead pencil
- 1 piece of soft rubber

"The cross-section paper, which in my own experience I have found to be most convenient for general use, is made in sheets 15 by 11 inches. Most stationery stores carry it. Each sheet is divided into squares, of which there are 24 one way and 20 the other. Each large square is subdivided into 10 small squares, making the total number of squares 240 one way and 200 the other. This permits the use of a great many kinds of headings.

"When it is desired to make a comparison of various years, a different color of ink is used for each year. With this arrangement it is possible to draw charts on the same sheet for as many years as there are colors of ink.

"The framework for the chart, which has been used with success for some time for keeping track of operating costs, is shown by Figure 24. It is applicable to many uses. Where this form is used, the sheets are kept in a looseleaf binder, and as the figures are available each month the curve is plotted and drawn in, and the book laid on the executive's desk."

PLAN 101

SAVES 50% IN COST AND LOTS OF TIME

There may be nothing brand new under the sun, but it's pretty certain that some of the old ways can be worked over to advantage. And of that this plan is the proof.

"It costs us only about half as much now as formerly to handle our records on accounts payable," says one busy man. "We also spend only about half as much time at the work as before; yet we find that our records are even more valuable than they used to be. Our system has worked so well for us that we believe it should produce similar results in other concerns.

"We made the saving in two ways: first, we reduced the number of operations; second, we adopted a compact card index and a simple voucher sheet in place of an immense voucher register, 10 feet long, that we had previously used. The work is now arranged so that several entries are made at one time on the typewriter. This considerably reduces the time and labor. "We have eliminated hand work in a dozen or more places, using rubber stamps instead; yet we have not decreased the value of the records in a single instance. In fact, we increased their effectiveness.

" Our former plan was to make a record of all vouchers to be paid on a page that contained enough columns to accommodate every department or controlling account, governing auxiliary department records, to which an expenditure might be charged. Our company owns a number of mines. In order to save time and have the record complete, it was necessary to have a separate column under each department for each mine. As our operations grew, the size of this book increased, until at the time when it was abandoned, as we have said, it was fully 10 feet long when open.

"The importance of having immediate access to the original record of an invoice and its voucher was indicated to us time and again in legal proceedings. We never were able to satisfy a lawyer with anything but the original record, and we found that our filing system did not permit us to find that quickly. "We had been depending largely upon our 10-foot register and an adequate filing system.

"As our system is now, the originals are the records to which we most often refer. This original record we know as the voucher sheet which is assembled in a bound volume with the original invoices and papers. It is a carbon made at the same time as the statement of settlement—which goes to the supply company from which we have purchased — and the paying check. All three of these documents are written at once. The statement of settlement is exactly twice the size of the check, and the voucher sheet is twice the size of the statement of settlement.

"Writing the three at once means an important saving of labor; and it also means that all the documents correspond in every detail. The check, which is smaller than the other sheets, drops out of the typewriter after the name and address, the amount, and a reference to the statement of settlement are entered. Then as much of the invoice as may be necessary is copied to the statement of settlement; and at the same operation, of course, the carbon transcribes the invoice on the voucher sheet. At the next turn of the typewriter platen the statement of settlement drops out. A final entry is made on the voucher sheet to indicate the

account to which the bill is to be charged, the name of the mine, and the initial of the clerk who made the voucher. In this way, one operation makes all these important documents.

" The treasurer signs the check after it has been signed by the general auditor. We then place it, with the statement of settlement, in a window envelop—thus we avoid the necessity of writing the address again.

"For quick reference to a given creditor's account we have a card file. The cards are arranged alphabetically according to the names of the creditors. Each card has 24 spaces, in which to make records of payments. Columns are provided to show the voucher number, date of entry, the amount and the date.

" Our method of handling checks is a little unusual. In fact, the sheet which we have been calling a 'check' might better be termed a 'warranty of payment.' In the lower left-hand corner, under the words 'payable through,' we stamp with a rubber stamp the name of the bank through which payment is to be made. We have accounts in several banks. When our check, or 'warranty,' returns to the bank, it is brought, together with all the 'checks' received on that day, to our treasurer.

"The operation of finding a certain voucher is something like finding a given page or chapter in a book in a library. We first go to our card index, find the name of the concern to whom the voucher was made, find the item wanted, and thus secure the voucher number. We then go to our voucher 'library,' select the book containing this number, and find the voucher and papers as you find a page number in a book.

" I should like to call special attention to an important feature of our check. Just above the space left for indorsement are these words, which turn the check into a valid receipt: 'Indorsements legally and technically correct must be made below. Officers of corporations must give their proper titles. Signatures by mark must be witnessed and witness's residence must be stated. One party signing for another must attach power of attorney. Indorsement of payee hereunder will constitute a receipt for the account specified hereon.'

"A complete record of all voucher amounts is made on a 'voucher index.' This index is printed on a letter size sheet. It has columns in which we enter the voucher number and amount. Postings of totals are made from this index to the ledger.

"We post to the other ledger accounts direct from the voucher sheet, which is our permanent and original record.

"This system, which requires us to make only two postings, has greatly decreased the number of errors. Experience has shown us that over 60% of the errors in balances are directly due to rerecording and sum-marking. Our method eliminates most of this extra work to a large extent."

PLAN 102

A 'TILE" PLAN FOR FINDING FACTS INSTANTLY

And it comes in handy for a Denver business man whenever he attacks a knotty problem. It's somewhat like plan

27 and has proved practical in every way.

"I wanted a practical substitute for the old-time scrap book," writes a Denver executive, "one that would enable me to file clippings, memoranda, and suggestions so that I could get at them quickly. The scrap book, of course, I had discarded because it took too much time. After studying my requirements I decided on a plan that has not only saved me time but is much more accessible than any I have ever heard of.

"It consists of a cabinet with eight rows of what may be termed portfolios. The cabinet contains about 300 of these pockets, which are made to open at the top. Each pocket is 6 inches high, 1/2 inch wide and 11 inches deep, and is indexed alphabetically to include any word or subject that may come up. The lettering follows the general plan of an encyclopedia. "Clippings, memoranda, and suggestions are filed in these portfolios or pockets under the title of the subject. For instance, an article on 'Inverted Lighting' would be filed in the pocket labeled 'LI.' A card index, with cards printed as shown in Figure 25, enables me instantly to refresh my memory on any facts filed in the cabinet, without spending time to look through the portfolios. I keep a number of blank cards on my desk so that when I get an idea I enter it for future reference before it is forgotten. These cards are later filed in the regular index.

"To further facilitate finding facts in the file I have a cross-reference index. This prevents loss of my time if there is any uncertainty as to where an item may be filed. In the case of 'Inverted Lighting,' for example, there is a second card under the index letters 'IN.' These cards are very practical for tracing one illustration through a number of subjects. The plan, I have found, may be modified for the use of executives no matter what their business."

PLAN 103

GETTING THE OTHER FELLOW'S MOMENT-SAVERS

Finding out how the other fellow gets more out of moments is admittedly a logical way to save time—but the question is how to get the time to find out. Read below how one man answers this question.

"I find I can put many profitable minutes to use by doing selected reading during the noon hour," says a Milwaukee business man. "I spend my time advantageously this way except where I have a special luncheon engagement, or take a walk.

"Whenever I am delayed in any work during the day and have a few unoccupied minutes, I read something of a helpful business nature. It pays to keep carefully selected business reading on hand. In this way I absorb the shorter articles without effort, and secure at least a preliminary survey of more extensive reading to be done after hours.

"Putting a value on ideas and seeing that they are used is a further step in my plan, and here is how I use my time to get best results.

"I go over the day's work trying to note my mistakes and to correct them with the good ideas I get from my reading. It is important never to read on business without taking a few extra minutes to translate the scheme or system into terms of your business, and find its application to greater effectiveness and, therefore, larger profits.

"By making out a card for each important case, reference can be made quickly to it on any proposition in hand. Such a file in alphabetical order I have found worth while.

" The one point that remains is to keep the files cleared of dead wood. This requires the services of an intelligent assistant in frequent consultation with the business man himself. A few days of such work once or twice a year are necessary."

PLAN 104

"FOR SPEED IT HAS NO EQUAL"

That's what its originator says of this plan. Perhaps you'll not be able to use it just as it stands, but half the fun in using the other man's idea comes in working out variations.

A business man in the "West has had success with a graphic chart which he uses to keep track of the results obtained by his salesmen. The cost of keeping the graphic records is moderate. The information they supply is valuable for comparative purposes. This method is suggestive and probably could be used profitably by many in other lines who desire a comparative record of effectiveness.

As part of his office equipment this sales manager uses a flat-topped desk 6 feet long, the top being entirely covered by a piece of plate glass. The comparative chart is kept under this glass.

The chart is drawn on millimeter paper. A 6 foot length of this paper takes care of the records of salesmen. The chart is arranged for a monthly record. If so desired, the comparisons could be made weekly, or for any other period—the only consideration is that the longer the period, the longer must be the paper, in order to display the same number of comparisons.

In the column headed "number," a scale is printed which starts at zero and works upward, by even steps, to somewhat more than the maximum number of calls possible per day. In the column headed "dollars," a scale starts at zero and works upward to a point about 50% higher than the average sales per man per month.

In the column at the foot of the page marked "average cost," a scale starts at zero and works up to a point higher than the maximum cost per call.

The figures in these scale columns depend, of course, upon the nature and quantity of business obtained, and are not shown here because they would not apply in other business in precisely the same way, although it is easy enough to fit them to any business.

The framework of the chart is drawn once each year. It shows graphically seven facts about every salesman. In the upper portion, the following appear:

1. Number of orders obtained: black line
2. Value of orders obtained: black dotted line
3. Number of calls made: green line

4. Average value per order: green dotted line.

On the lower portion of the chart, these facts are shown:

1. Average cost per order (salary, commission and expenses)
2. Average cost per call: black dotted line
3. Average cost per \$100 of orders: green line.

These seven points are plotted and drawn on the one chart in less than four hours a month, and they show the record of 27 salesmen.

To secure the information which goes on the chart, each salesman is provided with a supply of postcards. He fills out one of these every day and mails it to the office. On it, in the convenient spaces it provides, he shows the number of calls he made during the day, the number of orders he obtained, and their value.

"When the cards are received at the office, the information is transferred to the salesman's individual summary and at the end of each month the figures on this form are totaled and the averages figured.

The whole routine in connection with keeping this chart does not represent more than two days' work per month for a clerk.

"It is a time-saving method," says this man, "for speed, simplicity, and effectiveness."

PLAN 105

THE INFORMATION YOU WANT IN PLAIN SIGHT ON YOUR DESK

You probably have information in files handy to your desk—most of us hate data which we frequently "want quirk." You may find in this plan just the suggestion you are looking for.

Several executives are saving time by using an ingenious adaptation of the card index, for use on the desk, devised by a university professor of a practical turn of mind. It is to all essential purposes a graphic representation of a card file, condensed in form and so arranged that the cards may be readily removed or inserted. The device has been especially useful to executives who have occasion to make frequent reference to data which may be tabulated in this manner.

The device is comparatively simple. It consists of a wire frame about 2 feet high mounted upon a wooden base. Suspended from the framework are aluminum strips to which cards may be attached so that the tops overlap and are thus kept in view. The cards in the index are slit in such a way as to slide up and down on the aluminum strips. A card may be taken out or inserted at any point in the series without pausing to readjust each of the other cards. The aluminum strips are in turn suspended in such a way as to slide bodily in a horizontal direction (see Figure 26).

The strips also overlap each other laterally. In consequence every key word in the index is visible all the time and the entire card may be exposed practically as fast as the eye can work.

It is, to some extent, a much condensed form of the planning board in common use in a great many concerns. The cards instead of being hung in full view with all the data upon them in evidence, are arranged in overlapping groups, and the device is obviously unsuited to the uses to which the larger board may be put. But it has proved a time saver, and may be adapted to many practical uses on the executive's desk.

PLAN 106

ITS HARD TO FIND A TIME LEAK IN THIS PLAN

Making the oilier fellow "make his business snappy" we'll all agree is a mighty effective way to save your own time. But how? This plan points a way.

The system of one business man for making every minute count now is automatic. You can't tarry long with him during business hours, because he invariably makes it a point to receive a caller standing up. There is no chair handy to offer the visitor. And there is not even a carpet on the floor to suggest sitting-room comfort. Everything is so immaculately clean and simple and businesslike, that the visitor—standing first on one foot and then on the other, as he is obliged to—states briefly what is on his mind and then moves, in a quiet, orderly manner, toward the door.

Another plan which reduces the time he must devote to visitors is this man's insistence that everything possible be reduced to writing. If a man comes in with a proposition that he wishes to outline in considerable detail, this man tells him to present it in a letter. One advantage of this is that a letter may be read and disposed of when he can best spare the time, but a visitor may come in to talk about a thing just when he is most anxious to give time to something more important.

"To read the average letter, look up the subject matter, and prepare a proper answer takes less than one fourth the time," he declares, "that is required to talk over the same matter in a personal interview—and in the latter instance there is no record to fall back on except two memories, often widely varying and more or less unreliable."

"Then there is this objection: A business caller arrives full of his subject and is likely to catch the other person comparatively unprepared. Because he is pre- pared for the interview and I 'm not—inasmuch as he has picked the time for it and I did not—he has really an un- fair advantage.

"Moreover, a man will say things more accurately in writing. We all say things on which much more thought would be expended if we had to put them down in black and white."

PLAN 107

PERHAPS THIS PLAN WILL CHECK TIME WASTING AS WELL FOR YOU

Sometimes we are using our own time to best advantage but other people are losing us a good share of the time we save. Here's a plan that won for one man in a similar situation.

"I must find what ails our filing system. It always seems, when I particularly want a letter, it cannot be found, and I waste a lot of time. And if the file clerk is absent no one else in the office can find anything."

It was rather a deplorable condition which the manager of one business outlined in these words.

Careful examination showed that the trouble lay, not with any one piece of equipment or any one individual, but rather with a combination of careless, time-wasting practices which somehow had gradually grown up.

The investigation further showed that the files were stuffed with a mass of unimportant matter which was never referred to after it was filed; that this dead material not only took up valuable space but interfered seriously in locating important documents; that changes in the details of filing were made from time to time by the filing clerk and were known to her alone; and that practically no one in the office, aside from the filing clerk, had a comprehensive idea of where or how anything was filed. "With only one regular filing clerk in the office it may readily be seen how important it is for others to know where and how to find material when the filing clerk is away from her post.

Here, then, was the manager's first step: All of the filing drawers were plainly labeled to show their contents; so were the binders for quotations and the indexes used for them and for the purchase invoices. A printed card explaining the correspondence filing system was hung directly over the correspondence files. A basket was put on the filing clerk's desk, in which were to be placed all papers returned for refiling—that is, those which had once been filed but had been removed for examination and which were now to be replaced in the files.

A simple sketch showing the various filing devices, and lettered to show the contents of each section, was then made. Enough blueprints were struck from this drawing to supply each one in the office who might have occasion to consult the files, and one was given to the filing clerk as her plan from which to work. To each blueprint was attached a typewritten sheet giving, in words, the information shown graphically on the drawing.

By these means everyone was given enough accurate, concise, and easily understood information to enable him to find without difficulty or loss of time any paper he might want if he found it necessary to look for it himself.

A set of rules to govern the handling of all correspondence was drawn up and these rules, which follow, were incorporated into a house bulletin over the manager's signature. The first five rules are for all employees, the last five for the filing clerk and anyone-else who may find it necessary to remove letters from the file in her absence.

1. Retain nothing in your individual filing case except the personal or other papers to which no one else has occasion to refer.
2. Do not have filed unimportant letters or data which have served their purpose. Requests for prices or catalogs, acknowledgments of catalogs, and so forth, only encumber the files.

3. Return promptly to the basket at the filing desk all letters or folders removed from the general files for examination. Be sure to replace in a folder all the correspondence it contained when you received it.
4. "When possible have the filing clerk procure letters from the files for you.
5. Do not return letters or folders to the filing cases. This is to be done by the filing clerk exclusively.
6. Deliver a complete folder to anyone wishing a letter unless the letter is in the miscellaneous folder, in which case deliver only the letter requested.
7. "When a complete folder is removed put an "out" guide in its place, making the indicated notations on the guide.
8. "When a letter is removed from a miscellaneous folder put an "out" guide in its place, making the indicated notations on the guide.
9. Check up once a day on all letters or folders which have been out of the files for 48 hours or more.
10. Pile correspondence from the "return" basket in the proper folder according to date. The effects of observing these suggestions were immediately noticeable. Although no accurate count was kept, it would be safe to say that the volume of correspondence sent to the filing desk was reduced at least one half; besides, the work of the filing clerk was so lightened that she has since been able to assist materially in other departments. And the manager does not have to let valuable time slip by while he waits for letters to be found.

PLAN 108

"A NEW VIEWPOINT ON DETAIL SAVED MB PRACTICALLY 100% OF MY TIME"

Here's a clear, sensible statement by a man who readjusted his way of looking at his job. It deals with a question of vital importance to all of us who want to make every minute count.

"My point of view is best expressed perhaps in Figures 27 and 28," explains a western business man who has worked up from the bottom. "The whole idea behind my time-saving plan is to overcome the objections on the one hand of one-man control and on the other make it possible to develop men from under positions.

"The two divisions of the organization A and B may be departments of equal prestige, or one may be head-quarters and the other may be a branch, or they may represent the relations of two independent concerns. All details originating in one organization are passed up over the respective desks of the minor executives to the head executive, who in turn transmits them to the head of the other organization, where they filter down through heads and subheads to the proper subordinates to do the work.

" With many organizations the volume of papers passing over the executive's desk is so great

that it requires his entire time to give each one even the most meager attention.

"Anybody who has made a success in obtaining results from an organization realizes there are many things seen that it is wiser to consider unseen, many things that can be done better, but in the interest of subordinates it is wiser to let them be handled without interference, and even with praise if the effort attains a reasonable success. A business can be successful with a sprinkling of inefficiencies or even mistakes, but it cannot endure if the spirit of the force is threatened.

"The plan I am now using is illustrated in Figure 28. Each subhead or minor executive is responsible and can decide upon matters in his own department or squad without fear of being humiliated by its countermanding. Each can take up matters directly concerning his own specialty with outsiders or with persons of similar standing in other divisions of his own organization. Each person in the organization feels his share of the responsibility for his share of the results. Employees are supported and guided instead of commanded.

A man always has the feeling that no matter who is against him, his boss is with him. "I've organized my own work so I am not a funnel through which all details leave my organization nor the means through which they are fed into it.

"I have to perform only a minimum amount of routine work. I receive very little mail and dictate still less, except instructions. I believe in writing them if possible, as it saves endless bickering because of misunderstandings. I have at hand a book of carbon copies of all letters written by my subordinates during the preceding day, which I glance over as occasion offers. Each of these letters is signed to convey the idea that I am the executive, and the correspondent is merely one to whom I have delegated authority.

"This plan has doubled the effectiveness of my office organization."

PLAN 109

NOT "SIGNS OF THE TIMES" BUT A "SIGN OF THE TIME"

Of course there are some of us who don't care to use a plan of this type, but it's worth including because there are so many busy men who can use it.

One business man who is eager not to offend people's feelings, and yet is unwilling to waste time, has ended his difficulties by this notice in a conspicuous place over his desk:

He declares that the sign offends but a small percentage of his visitors, and that it has saved him countless, valuable minutes.

PLAN 110

HERE'S A SIMPLE PLAN, BUT IT'S MIGHTY EFFECTIVE

Ever send a telegram and then wait and fume and fret for an answer? Maybe your man didn't get it. This plan tells how you can save some precious minutes in finding out.

Just a little thing, and yet of moment when every minute counts, is the plan used in one large concern where a number of the executives are empowered to send telegrams over the firm's name. The sender's name and tele- phone number are put on the telegram in brackets in the lower left-hand corner. "When a message cannot be delivered for any reason, the telegraph company can instantly locate the right man for further directions.

PLAN 111

THIS PLAN "GETS THE JUMP" ON THE CLOCK

Shunting the detail is all very well, but it must be done intelligently or that same detail will suffer. Here's how one man makes the most of his lime and not at the expense of detail either.

"My methods for saving time are simple," says one business man. " The first thing that I do when I reach the office is to go over the reports of the day before—these I find on my desk. If any details in the report call for attention, I go after them at once. My letters have been sorted out and every letter that someone else could answer is given to that someone.

"If the letter is more than ordinarily important, it is temporarily put aside for consideration and disposition in regular order. When I have a letter requiring a personal reply, but a full knowledge of technical facts, I pass the gathering of these facts and the dictation on to the man who intimately knows the subject.

"An executive must be ever on the watch to prevent detail being dumped on him; if he cannot select men to work with him as associates without close supervision, he is not an executive—he is only an imitation.

" The letters which I should answer myself, I dictate at once—if I am out of town, my secretary at once tells the writer so.

" The examination of the reports and the routine of the mail consumes only a few hours of the day, so that the major portions of the day I devote to bigger questions. I have no rules of procedure or precedence.

" Fixed daily programs are no doubt useful to anyone who must dispose of a lot of routine, but beyond that point they are positively harmful because they do not allow an opportunity for the only function for which any man is paid a high salary—for thinking and planning.

"My general rule is this: 'Do but one thing at a time. I do not start that thing until I have all the facts in hand so that I can finish it at a sitting. I think a man may waste a great deal of time in jumping from one unfinished matter to another, for concentration means both efficiency and dispatch. I work very quickly, because I can dismiss all thoughts from my mind except those which concern the problem on which I am working."

PLAN 112

THE "HOURLY REMINDER" PLAN

It's usually the simple, little plans like this one that "pan. out" so big in actual practice. It amounts to a second memory for its originator.

Considerable time was lost, one executive found, because of the numerous points that came up throughout the day which he was compelled to postpone for one reason or another. This postponement continually interfered with the regular routine that passed over his desk, and it also was distracting because of his constant efforts to remember everything. What was almost as bad, an important matter would every now and then escape his attention entirely, because of several postponements, which frequently led to actual money loss.

Finally he devised a little follow-up form, which he divided into hourly periods. It also provided space for "lunch with." He keeps a pad of these on his desk. Now, whenever he thinks of a task that should be accomplished by a certain time, he scribbles a word or two in the appropriate space as a reminder. Whenever a postponement takes place he simply scratches out the first note and carries the entry ahead. At night he carries over incompletd plans to the next day's card, and there they are for attention the next day.

PLAN 113 HERE ARE TWO WAYS FOR MAKING MINUTES COUNT

As in saving money, so every minute, of course, has its value in the aggregate. That's why this manager uses the following plan to help carry his work forward continuously.

A manager, who signs his name frequently, fastens the blotter to his left wrist by a rubber band. This eliminates waste motion as he doesn't have to lay down his pen.

He also saves delays, due to eye strain on work that requires close application, by having a miniature quilt of many colors on his desk all the time. When his eyes get tired he stops for a moment and rests his gaze steadfastly on these colors.

PLAN 114 THE LAST PLAN IN THE BOOK BUT A GOOD ONE TO BEGIN ON

Here's a plan that takes "time by the forelock" about as literally as it can be done. And the best of it is that it is so simple for busy men to adapt—perhaps not regularly but at least when occasion for its use arises.

One western business man seldom gets to his office before 10 o'clock in the morning, but this does not mean that he may not have been at work for several hours. The nature of his work is such that he often has important conferences to hold with other members of his organization and with out-of-town business men.

His method is to invite them to breakfast at one of the hotels. There, over the toast and coffee, many important business deals are closed before the usual working day begins.