

How To Stop Worrying: 3 You Can Cut Office Worries 50 Per Cent

By DALE CARNEGIE If you are a businessman, you are probably saying to yourself right now: "The title of this chapter is ridiculous. I have been running my business for 10 years, and I certainly know the answers if anybody does. The idea of anyone trying to tell me how I can eliminate 50% of my business worries—it's absurd!" Fair enough—I would have felt exactly the same way myself a few years ago if I had seen this little black and white chapter. It promises a lot—and promises are cheap. Let's be very frank about it: maybe I won't be able to help you eliminate 50% of your business worries. In the last analysis, no one can do that except yourself. But what I can do is to show you how other people have done it—and leave the rest up to you! I am not going to tell you this story about a "Mr. Jones" or a "Mr. X" or "a man I know in Ohio"—vague stories that you can't check up on. It concerns a very real person—Leon Shinkins, a partner and general manager of one of the foremost publishing houses in the United States: Simon & Schuster, Rockefeller Center, New York 20, New York. Here is Leon Shinkins' experience in his own words: "For fifteen years I spent almost half of every business day holding conferences, discussing problems. Should I do this or that? Should I do that? We would get tense; twist in our chairs; walk the floor; argue and go around in circles. When night came, I would be utterly exhausted. "If any one had told me that I could eliminate three-fourths of all the time I spent in those worried conferences, and three-fourths of all my nervous strain—I would have thought he was a wild-eyed, slap-bumper, armchair optimist. Yet I decided to plan that just that. It has performed wonders for my efficiency, my health, and my happiness. "It sounds like magic—but like all magic tricks, it is extremely simple when you see how it is done. First The Four Questions "Here is the secret: First, I immediately stopped the procedure I had been using in my conferences, and three-fourths of what had been going on disappeared. I began with the first question: 'What shall we do?' Second, I made a new rule—a rule that everyone who wishes to present a problem to me must first prepare and submit a memorandum answering these four questions: "Question 1: 'What is the problem?' "In the old days I used to spend an hour or two in a worried conference without anyone's knowing specifically and concretely what the real problem was. "Question 2: 'What is the cause of the problem?' "As I look back over my career, I am appalled at the wasted hours I spent in worried conferences without ever trying to find out clearly what the cause of the problem was. "Question 3: 'What are all possible solutions of the problem?' "In the old days, one man in the conference would suggest one solution. I would usually say, 'That's all right, but not for export.' We would often get clear off the subject, and at the end of the conference no one would have written down all the various things we could do to attack the problem. "Question 4: 'What solution do you suggest?' "I used to go into a conference with a man who had spent hours worrying about a situation and going around in circles without ever thinking through all possible solutions and then writing down: 'This is the solution I recommend.' "My associates rarely come to me now with their problems. Why? Because they have discovered that in order to answer those four questions they have to get all the facts and think them through. And after they have done that they find, in three-fourths of the cases, that they don't have to consult me at all, because the proper solution has popped out like a piece of bread popping out from an electric toaster. Even in those cases where consultation is necessary, the discussion takes about one-third the time formerly required, because it proceeds along an orderly, logical path to a reasoned conclusion. Get At Root Of Worries My friend Frank Bettiger, one of the top insurance men in America, tells me he not only reduced his business worries, but nearly doubled his income, by this similar method. "Years ago," says Frank Bettiger, "I became so discouraged that I despised my work and thought of giving it up. Then one Saturday morning, of sitting down and trying to get at the root of my worries. "I asked myself first, 'Just what is the problem?' The problem was that I was not getting enough returns for the staggering amount of calls I was making. I seemed to do pretty well at selling a prospect until the moment came for closing a sale. Then the customer would say, 'Well, I can't do it. I don't want it.' "It was the time I wasted on these follow-up calls that was causing my depression. "I asked myself, 'What are the possible solutions? But to get the answer to that one, I had to study the facts. I got out my record book for the last 12 months and studied the figures. "I made an astonishing discovery! Right there in black and white, I discovered that 70% of my sales had been closed on the very first interview! Twenty-three per cent of my sales had been closed on the second interview! And only 7% of my sales had been closed on the third, fourth, fifth, etc. interviews, which were running me ragged and taking up time. In other words, I was wasting fully one half of my working day on the sale of my business which was responsible for only 7% of my sales! "What is the answer? The answer was obvious. I immediately cut out all visits beyond the first interview, and spent the extra time in building up new prospects. The results were unbelievable. In a very short time, I had raised the cash value of every visit I made from \$2.50 to \$4.27 a call. "Can you apply these questions to your business problems? To repeat my challenge—they can reduce your worries by 50%. Here they are again: "What is the problem? "What is the cause of the problem? "What are all possible solutions to the problem? "What solution do you suggest?" TOMORROW—How to crowd worry out of your mind. Incident from your life how you can make use of the cheapest kind of medicine there is on this earth.

White House Raps Daniels Article on Truman Views

WASHINGTON—The White House today described as "an entirely misleading distortion" an editorial by the Associated Press in the Washington Post reporting that President Truman favors changing the system of Congressional tenure. The editorial, by the Raleigh (N.C.) News & Observer, a former Truman aide and Democratic national committee member, said that Mr. Daniels is the author of a Truman biography. The article says Mr. Truman favors a limit on the service of all members of the House of Representatives for ten-year terms instead of the present two years, in the same elections in which Presidents are chosen. "There is a limit on the service of all members of the House of Representatives for ten-year terms instead of the present two years, in the same elections in which Presidents are chosen," the article says. A Daniels article in the current Collier's magazine, drew from Pres-

Wilson Says Inflation Is America's Top Problem

Mobilizer Reports To Committee Asserts Labor Is Core of Problem

By MARVIN L. ARROWSMITH WASHINGTON—Defense Mobilizer Charles E. Wilson said today inflation is the nation's greatest problem, but "can be controlled."

Wilson made the statement to the Senate House "watchdog" committee on mobilization at the start of a public survey of the defense problem, but only where it is in advance of the hearing, Senator Fulbright (D-Ark.) said a "terrible" inflation plight confronts the country and that Congress "certainly is partly to blame."

In his prepared statement, Wilson reviewed the highlights of the week-end report he made to President Truman on building America's might.

He reiterated that the task of whipping inflation is in many ways "a tougher test of our ability to survive" than attaining high production.

Wilson also said, as he did in his report, that with "the wholehearted co-operation of everyone" it may be possible to remove wage-price controls and other emergency curbs "sometime in 1952."

Senator Maybank (D-S.C.), chairman of the joint committee, said his group is after "all the enlightenment we can get" on how to proceed as it pushes the defense program.

PLAN NO RATIONING Wilson in his opening questions, said the Administration hopes sufficient civilian goods and food will be available to meet the high necessary during the mobilization period.



MOTHER RECEIVES SON'S MEDAL OF HONOR

When she accepted the Medal of Honor awarded posthumously to her son Mitchell (right), a Winnebago Indian from Friendship, Wis. Three other medals of Honor were awarded posthumously in services yesterday. Red Cloud was killed while protecting comrades during action in Korea. Other recipients were William Jecelin of Boileau, Joseph Ouellette of Loyell, Mass. and Gordon Craig of Elmwood, Mass. (Acme Telephoto.)

To UNC Grad And Professional Schools Board Votes To Admit Negroes

RALEIGH—After a lengthy wrangle, trustees of the Greater University of North Carolina voted today that qualified Negroes be admitted to professional and graduate schools in certain cases. The vote was 40 to 16.

The vote was taken after Rep. C. Wayland Spruill of Bertie declared the trustees had "caused bloodshed in this state."

Rep. Spruill, David Clark of Charlotte, John W. Clark of Greensboro and John Kerr Jr. of Warrenton, a former House Speaker, led those who opposed the resolution.

The resolution appeared in the trustees states in part "in all cases of applications for admission by members of racial groups who are qualified to enter the professional or graduate schools when such schools are not provided by and in the State of North Carolina for such racial groups, the applications shall be processed without regard to color or race."

Gray told the trustees that he felt they should adopt some policy on the issue and he would carry it out but that he did not want to go into court and say he did not know what the policy is.

Task Forces Advance Inside Red North Korea

By OLEN CLEMENTS TOKYO—An Allied task force drove four miles north of the Tokyo Korean border today against heavy Communist resistance. A field dispatch said the task force met heavy Red mortar fire and some artillery fire near Topyong, four miles north of the border on the western front. But it drove ahead.

Another Allied force nearby punched two miles into Red Korea in the Yongvong area. Earlier reports said an American patrol had crossed Parallel 38 on the central front and routed Chinese Reds from two hills. The patrol was probing the outer areas of a huge Red buildup where almost one-half million Communist troops were massed for an expected Red offensive.

The strong force which crossed Parallel 38 Tuesday along a 10-mile stretch of the western front with drew by nightfall under heavy fire. In the air, American Sabre jets destroyed one Russian-type MIG-15 jet fighter and damaged two others Wednesday in a swirling dogfight near the Manchurian border.

Other Allied planes ripped into Communist ground forces and supply lines. They destroyed four tanks, trucks and five road cars in 270 sorties flown by noon. From the central front came an ominous report that a large group of Reds was moving into the Communist buildup area north of 38.

Intelligence reports say the Reds are now nearly 500,000 combat troops in this area, primed for the expected Red offensive. Korea's rainy Spring weather and glue-like mud will favor the Reds. They may launch their greatest attack of the war any day now.

For the second straight day the big air battle was fought over the Sinuiju south of the Yalu River. Twelve F-86 Sabres jangled with eight Red MIG-15s. The Communists broke off and sought refuge in their Manchurian sanctuaries.

ARMED LOSS In two days the Sabre jets have knocked down four MIGs and damaged several others. No Allied losses have been reported. Official figures raised Tuesday's toll to three destroyed and five damaged MIGs. Fifth Air Force fighters and bombers hammered the Red transport network. Preliminary reports Wednesday showed 28 vehicles damaged or destroyed and several killed on the Sonchon rail yards.

There was scattered ground fighting in the western sector near the Yalu. A brief skirmish was reported eight miles southwest of Yonchon and another eight miles southeast of Yonchon. Yonchon is 15 miles north of the border and 35 miles north of Seoul. The United States and air forces claimed 1,795 enemy casualties in Tuesday's fighting. The U. S. Sixth Army reported that the Fifth Air Force 250 and carrier-based Marine planes 135.

Two American tank forces that crossed the border Tuesday in the Yonchon sector moved north. Five miles into Red Korea before they were forced to withdraw.

The crossings were made in the face of heavy Communist resistance. Farther west South Korean forces crossed the cold, impenetrable Yalu at two points. Heavy Chinese resistance. A Chinese counter-attack pushed one group back despite heavy Allied artillery and air barrages. One force was four miles northwest of Suifu and another was five miles northwest of the battered city. Both forces withdrew.

Another Crime Witness Gives Up It

WASHINGTON—(AP)—Morris (Mushy) Westler, Cleveland, Ohio, gambling figure and missing witness in the Senate's crime investigation, surrendered today to Joseph Duke, Senate sergeant-at-arms.

Westler walked into the Senate office to accept service on a subpoena from the special crime committee headed by Senator Kefauver (D-Tenn.).

He was released under \$30,000 cash bond. Duke said Westler had been in Florida while he was being sought as a witness by the committee.

Westler was one of the two witnesses previously uncooperative by the committee out of a list of 17. Another, Samuel T. Haas, identified by Kefauver as a lawyer for the Cleveland syndicate, is still missing.

Senator Tobey (R-NH) urged meanwhile that the Kefauver committee promptly report its public hearings to question Charles and Roscoe Fichtel.

The two brothers, named by the committee top leaders of the Capone syndicate in Chicago, surrendered to Duke Monday night.

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Students Can Win Deferral

WASHINGTON—(AP)—Draft headquarters announced today that freshmen in the upper half of the class may win a 75 on the test. Selective Service emphasized that students are not required to meet their military obligations. A deferral either by ranking in the top percentage of the class or by getting high enough a test score.

The test, designed to measure ability to learn and not knowledge, will be given only to those already in college on May 26, June 1 and June 30.

Selective Service said a score of 70 on the aptitude test is equivalent to 120 on the Army General Classification Test (AGCT). A score of 75 is equivalent to 130 on the AGCT.

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