

clerk knowing that his straight salary is based on obtaining sales of the standard amount, will have this standard to continually work for.

If a man's sales do not reach the standard, never reduce him in salary. Increase his efficiency, or let him go. The setting of a standard enables you to coach the weak man in a friendly way, making him feel that you are doing it because you take a real interest in him, and want to make him valuable to himself, as well as to yourself. The straight commission or percentage plan of wage payment, while furnishing an incentive, it is true, tends to discourage some clerks, when sales don't come briskly, causing them to worry and further unfit themselves for their work. The method of paying a straight salary, with a certain dividend, providing the profits or gross business for the year show a certain increase, furnishes little incentive, as the reward is too distant and uncertain.

The second essential to spur an employee to his best efforts is the treatment of the employees. A spirit of petty nagging and fault finding will dispirit employees, rob them of their enthusiasm, making them dissatisfied with their work. Instead of criticising, teach an employee the right way; then if he insists on doing things the wrong way, let him go. Make your employees feel that you consider them more than mere machines. Give them employees' responsibilities, giving each one those responsibilities that his experience and temperament seem best fitted for. Encourage suggestions. Encourage your employees to come to headquarters with their grievances in order that they may be settled properly and promptly. Don't "sneak" on your clerks. Speak a word of well deserved praise, when opportunity affords.

Remember that the boss sets the pace and spirit for the clerks, based upon a fundamental law of mind, that we are all creatures of imitation and habit, and also that we absorb largely of the spirit of those with whom we come in contact, especially from those to whom we look for leadership. The spirit of your clerks to your trade, will be much the same disposition as you manifest toward your clerks. A spirit of harmony among the clerks themselves is equally necessary. If you have a "gronch" or black sheep in the ranks who is continually stirring up dissatisfaction and trouble, weed him out.

The third essential in securing the full co-operation of the employee is the spirit of friendly competition among the workers. We all like to play a game. Competitions among the clerks in a store give the same interest to selling as a game—the incentive to win—to beat the other fellow. Competitions can be conducted for the clerk selling the most goods for the month—for the clerk selling the most of certain goods, etc. Thus weak departments or new lines of goods can be boosted. The competitions should have some nominal prize, for we all work just a little harder when there is something tangible to work for.

A NEW INSTRUMENT.

A contributor to the London, Eng., *Strad*, has this to say of the new contra-violin: "I was curious to hear the new instrument the 'contro-violin,' if only because

up till now no one seems to have really been able to improve upon the violin family. They are about the only instruments which since their eighteenth century perfection have resisted the attempts of would-be inventors. There is some idea abroad, apparently, that we need a new register in the string tone. The 'contra-violin' supplies this need, if such really does exist, which I rather doubt. It is tuned an octave below the violin, being thus to that instrument what the violoncello is to the viola. The length of string naturally demands an increase in size, and the result is, to look at, a baby violoncello; it is played like the violoncello, and it was a violoncellist, Mr. Mescher Parker, who introduced it to London. Unfortunately, Mr. Parker did not suggest that he was a sufficiently capable performer to place the new instrument in the most favorable light. As it was it sounded rather thin and undistinguished in tone, neither violoncello nor viola, and one came away thinking that it was not likely to prove of much real use. We shall see. Doubtless something will come of it if it is found to balance well, for it is possibly more likely to be useful in conjunction with the other strings than as a solo instrument."

SHAREHOLDERS OF AMHERST PIANOS, LTD., BANQUETED BY DIRECTORS.

In order to give the shareholders of Amherst Pianos, Ltd., a visual demonstration of that company's progress, the directors tendered them a banquet on the evening of November 25. To the number of 450 the shareholders, with their wives and daughters, visited the factory, which was kept running overtime, in order that they might be shown the plant in actual operation. The guests were met in the display room by Mr. J. A. McDonald, president of the company, and then escorted in groups through the works, by employees of the company. After everyone had seen the various processes through which a piano passes in the making, the guests sat down to a splendidly served menu. Music was provided by an orchestra, under the direction of Mr. H. A. Hillecoat.

Mr. McDonald proposed the toast to "The King," and the "Government of Canada" was proposed by G. T. Douglas, and responded to by E. N. Rhodes, M.P., and O. T. Daniels, Attorney General of Nova Scotia, both gentlemen being directors of Amherst Pianos Ltd. Rev. Dr. Borden, Rev. Dr. Cotten and Mayor Fago, responded to the toast to "Amherst," proposed by C. T. Hillson. "Amherst Pianos" was proposed by C. A. Lusby, and responded to by Messrs. J. A. McDonald, G. B. Davis and W. P. Fishleigh.

At the conclusion of the toast list a demonstration was given of the company's player piano, and by unanimous vote the thanks of the banqueters were tendered the directors for the evening's entertainment.

Mr. Geo. E. Dies, president Hurteau, Williams & Co., Ltd., Montreal, and vice-president Williams Piano Co., Ltd., Oshawa, passed through Toronto, en route to Mount Clements, Mich., where he went in the interests of a run-down constitution. Mr. Dies also visited the Williams Piano Co.'s factory at Oshawa.