

Guest Editorial
One Retailer's Creed

J. C. PENNEY

There are six searching principles that I have adopted for my daily living. I believe they are the essentials of success.

They are as follows:

I Believe That Preparation Wins. A man must know all about his business; he must know a little more than any other man knows. As a rule we achieve what we prepare for.

I Believe That Hard Work Wins. The only kind of luck that any man is justified in banking on is hard work, which is made up of sacrifice, persistent effort, and dogged determination. Growth is never by mere chance; the success we build will be the achievement of our united efforts.

I Believe That Honesty Wins. Not only the kind of honesty that keeps a man's fingers out of his neighbor's till, but the finer honesty that will not allow a man to give less than his best, the kind of honesty that makes him count not his hours but his duties and opportunities and constantly urges him to increase his efficiency.

I Believe That Confidence in Men Wins. I have found my most successful associates by giving men responsibility, by making them feel that I relied upon them; and those who have proved to be unworthy have only caused the others, who far outnumbered them, to stand in a clearer light. This principle, at least in a measure, is responsible for the success of our mercantile organization. Use good business judgment, of course. Do not throw away common sense but believe in yourself and trust your fellows.

I Believe That the Spirit Wins. One of the wisest men who ever lived said, "The letter killeth, the spirit giveth life." Every enterprise I have been interested in demonstrates this fact. It is the spirit of the individuals comprising any organization, the spirit of the pioneers in any enterprise or endeavor—the spirit of the men and women who are at the foundation of such organizations and enterprises—that will solve

all problems, conquer all difficulties, and achieve individual and collective successes.

I Believe in a Practical Application of the Golden Rule, as enunciated by the Master Teacher on the hillsides of Judea nearly two thousand years ago. "Therefore all things whatsoever ye would that men should do to you, do ye even so to them: for this is the law and the prophets."

These six principles have been in use since the founding of the J. C. Penney Company forty years ago and are as appropriate today as they ever were.

Some time ago, having been asked to prepare a message for young men and young women, expressing my views as to the hard right versus the easy wrong, I said then—and I would say today to the young people and to their elders as well:

"As a nation and as individuals our fate will be determined by our choice of the hard right or the easy wrong. Softened by comfortable living in easy-going periods, our spiritual and our physical muscles tend to become flabby. We need reversions to difficulties to toughen us up. Periods such as the present are testing times. The harder they become, the more determined we should be not to be swept aside by the fears and doubts that bedevil the world. We must return to the right principles in our thinking, in our belief and in our practices, putting aside negativeness and self-indulgence. No matter what lies ahead we must carry on to the best of our ability, doing our utmost from day to day, each in our own niche. In such times those who are too soft, who lack the courage and stamina to strive, slacken effort. Real men tighten their belts, throw full weight into the harness of their daily activities, and pull with all their might and main. Let us choose for ourselves the hard right. If individuals in sufficient numbers will gird themselves and play their part as men, our America will be made safe for its own people and will stand as a beacon light of hope to this war-torn world."