LAST CALL

to the

MEN OF AMERICA

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Preamble

Men of America Think

STOP, LOOK and LISTEN!

THOUGH our affairs are in a deplorable condition, yet if you will choose today to do your duty it is possible to save our Country!

To make democracy safe for America.

To demonstrate to the whole world that America which went into the war to make the world safe for democracy, will also **make democracy safe for the world.**

If you men will do your duty.

We can make it **Safe** for labor to invest its skill.

Make it safe for capital to invest its money.

Make it safe for energy and enterprise to invest its experience and executive ability.

And thus make it worth while for all.

Men of America! if you now choose to do your duty, it is possible to repair it all.

LAST CALL

TO THE MEN OF AMERICA.

The past 6,000 years of history reveal a continuous tragedy of Nations. Empires and Republics have risen to greatness only to fall into ruins. Empires have fallen to pieces on account of poverty and adversity, while Republics invariably fell down on account of too much wealth, luxury and false prosperity.

In every civilization two forces are at work, one for good and one for evil, one for the making and one for the unmaking of the country.

If we study and carefully analyze the symptoms and conditions which have proceeded the downfall of former nations and compare them with conditions as they exist and we are actually confronted with today, a man would indeed be blind if he could not trace a great similarity, that is, find the same forces at work which have unmade other nations and which would send our own beloved country into history as one of the shortest lived Republics, that is if we refuse to be benefited by the experience of others, if we refuse to see conditions as they really are and honestly accept the truth as it is, in order to find the "Only way out."

I shall try to present this address in form of an appeal to every **Thinking** man, woman and child of America.

When Demosthenes realized the state of decay in Athens, he made heroic efforts to stem the tide in one of his masterful speeches in which he described existing conditions, as follows:

"A variety of circumstances has brought up this state. Our affairs have not declined from one or two causes only, but if you rightfully and carefully examine you will find it chiefly owing to the public servants who study to please you rather than to advise for the best. Some of them, seeking to maintain the basis of their own power and repute, have no forethought of their own for the future and therefore think you also have none.

"Politics of this kind are common here, but are the causes of your failures and embarrassments. The result has been in the council you give yourself airs, and are flattered at hearing nothing but compliments. Your measures and proceedings are brought to utmost peril. If such is your disposition now, I must be silent. If you will listen to good advise, without flattery, I am ready to speak.

"For though our affairs are in a deplorable condition, though many sacrifices have been made, still if you will choose to perform your duty, it is possible to repair it all."

It is only with serious apprehension and gravest fear that our deepest thinkers and men of affairs look forward toward the future. Who can not hear the distant thunder, who cannot see the growing clouds on the horizon which may at a not far distant time, break into a storm and, as a repeti-

tion of the world drama send our own Republic into ruins, as the greatest failure in history. Permit me to repeat the very words of Demosthenes and apply them to the conditions of today by appealing to the men of America.

"Men of America Think" Though our affairs are in a deplorable condition, still if you will choose to perform your duty, it is possible to repair it all."

PROBLEMS BEFORE US.

There probably never was a time when a nation was confronted with so many perplexing problems as we are today and there probably never was such a hopeless confusion in facing the problems before us. We deal with political, economic and social problems, the trusts both of capital and labor, women labor, child labor, prison, church and school problems, woman's rights, marriage and divorce problems, the housing problem, the childless home, and the homeless child problem, etc.

In dealing with any problem let us bear in mind that a disease cannot be cured unless we find its cause, and that no problem can be solved, if at all, unless we deal with its causes and not with cases.

The liquor problem for instance can never be solved until men learn to think and reason with their brains instead of their stomachs.

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We have too often referred to present day difficulties as problems that need solution, while as a matter of fact most of our difficulties are not problems that can be solved, but are conditions that can and must be improved.

There are some things God himself cannot do, for instance God himself cannot make things undone, and if that be true then many of our most serious problems are without immediate solutions.

They are mostly logical effects of former causes and in as much as we cannot remove the cause that may lie a decade or generation back, we cannot change the effect, that is solve the problems of today.

To illustrate my point permit me to cite two court decisions:

The one is known to every lawyer as the famous Squib case; the defendant A threw a lighted squib or firecracker into a crowd of people, one after another of whom, in self protection, threw it from him until it exploded in the face of the fifth party and blinded him. The Court decided that the first man who started the wrongful act was responsible for the damage, for his action was the "proximate cause."

Another decision known as the Brick case which may be but a joke, shows the folly of some modern reformers:

"A and B had an argument which ended in a fist fight.

A, fearing that he might come out second best, picked up a brick and threw it at B.

B, saw the brick coming and stooped.

The brick passed by and went into a show window.

The storekeeper had both men arrested and it was up to the judge to decide who should pay for the window."

The Judge was apparently not very learned in law for he mis-applied a rule of evidence, in criminal law, stating that a man could not be convicted of a crime unless it could be shown that the defendant had the intention to commit the crime.

He further reasoned that A who threw the brick had no intentions whatever of breaking the window, but rather to hit B, but that B who dodged when he saw the brick coming had done so intentionally, for as a prudent man he should have known that by stooping the brick might pass by and cause some damage not intended, so the judge decided that B, who dodged the brick should pay for the window.

He blamed the nearest man, who was an innocent bystander.

REFORMERS

We are blessed, if not cursed, with too many fool uplifters and fake reformers who claim that they can solve all problems and who yet make the very mistake of this judge in the brick case. I challenge any and all modern reformers, that ere they compound some remedies for an existing evil, or present solutions for any problems, they study the same carefully, get the facts, and then apply the rule of proximate cause, and I rest assured that most if not all of them will change their plans immediately, for when they find and

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deal with causes and not with cases, they will no longer place the blame upon the nearest man who may be but an innocent third party.

I am more than ever convinced that the majority of our reformers will not only not solve the problems but rather make the disease worse, in fact some of the remedies they propose are indeed worse than the disease for they generally deal with the surface "WITH THE OUTSIDE"! They are guilty of the same mistake as a physician would be who has made a wrong diagnosis of a disease and then prescribes external remedies instead of internal treatment.

A physician is indeed either an imbecile or a fake who claims he can cure all skin diseases with a salve of his own concoction, for the real disease is mostly in the blood beneath the skin and needs treatment from "The Inside."

Many reformers and their schemes remind me of certain medicines that are not intended to cure diseases but only to kill the pain and create a demand for more medicine.

It is not so very long ago that I asked the manufacturer of a certain famous (or infamous?) patent medicine. "Tell me honestly and truly, what have you got in your medicine?" and he answered with refreshing honesty, "Profit" (and I suspected that he had whiskey in it).

But so it seems to be with some modern reformers and self appointed leaders, who have no real remedy that will cure a disease or solve a problem, but rather make people dissatisfied, make them unhappy and miserable, then they can sell some of their social medicine and without curing them, keep on creating a demand for more of their medicine.

Some of our fake reformers recall the story of the farmer who had an old time family clock in his house. Since he was a boy he could remember its monotonous tick tack. One day the clock stood still, and he went to the city, called upon a watchmaker and asked him to fix it. The latter replied that he would come out to the house of the farmer the next day and try.

The farmer said that was not necessary, then pulled the four foot pendulum from beneath his coat, placed it on the counter and requested the watchmaker to fix the pendulum. The latter remonstrated saying that he had to see the clock but the farmer insisted that the clock was all right that the pendulum was at fault.

The mistake of this farmer is in my opinion the mistake of most reformers. They see that something is wrong with the world that something is wrong with society. They notice the pendulum standing still, but they want to fix the clock by making the pendulum go from without, and forget

that the trouble is within the clock and not without.

They want to change the "System" and improve conditions from the "Outside" without, first of all, changing and improving men from "The Inside."

INDUSTRIAL PYRAMID

A number of years ago I visited Egypt. One morning a company of nine travelers started to visit the pyramids, those relics of Egyptian civilization. We all took pictures of the same thing at the same time. When we returned to America we developed our plates and comparing notes found that all nine had different pictures of the same thing.

Four of the men had placed their cameras so close that their pictures showed but one side of the pyramid, yet each of the four claimed that his picture represented that pyramid. None ever thought of stating that it was but one side, and that there were three other sides which the picture did not show.

Four of the gentlemen had placed their cameras at a longer range and their pictures showed two sides of the pyramid.

I myself had been at the top of the pyramid and had taken my picture looking down from where I saw four sides. While I stood there and looked at these four sides the thought came to me that there must be

another side to the pyramid. I went down and looked at the Inside, and when I saw how massive the pyramid had been constructed from within, I realized that it was in fact the Inside which upholds the Outside.

When confronted with one of the conflicting problems and apparently contradictory views of our time, I can but think of this pyramid with its four outsides and one Inside.

I see the employers and business men lookng at the **financial** side.

I see the workingmen on labors side.

I see attorneys and legislators on the **legal** side.

And consumers on the fourth side.

While we are talking about asking for, and are ever ready to promise a square deal, let us not forget that there are four sides to a square, three sides besides our own, and then don't forget the Inside, or moral side, which upholds the outside. You cannot cure the Inside from the Outside, but you can reach the Outside from the Inside.

On the financial side we judge a man by what he **has.**

On the legal side by what he **does.**

On the employe's side by what he knows.

And on the consumers' side by what he wants.

But to be sure the true value of a man

can only be found by what he really is—on The Inside.

Far be it from me to belittle the importance of any of the four **Outsides,** but I shall endeavor to present the four outsides as they are and could be and then represent the Inside as it is or should be. None of the four outsides can interfere with the rights of any of the other sides without weakening the whole structure.

LEGAL SIDE.

On the legal side are men who think that the enactment of new laws will solve all or most problems. Let me tell you that, while legislation is necessary, yet it never has solved and never will solve fundamental problems, for all the written laws of the statute books cannot reach the inside of a man. We can pass laws and compel a man to support his wife and children, but we cannot compel him to be decent and kind to them.

We may fix a minimum rate of wages, but we cannot by law force a man to do his duty and give an honest day's work if he wants to shirk and soldier on the job.

A minimum wage law would in my opinion cause untold hardships to all those whose inferior or mediocre ability would make it impossible for them to really earn this minimum wage and unless such a law were combined with a "Compulsory Em-

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ployment Law" by which an employer could be compelled to employ a man at the minimum wage whether he earned it or not, we don't see what else it would mean to thousands of people but starvation.

We can by law reduce the hours of labor—but on the inside we find it is not what the people do when they work, but what they do when they Don't Work, that causes most of their misery.

Millions of men and women are engaged in a fight for their legal rights, but on the Inside we find that they forget all about their duties.

We hear the cry of millions for laws to deliver them from wage slavery, but on the Inside we find that men are not so much slaves of wages as they are slaves of passions and appetites.

There is a tendency today to pass all Kinds of "Laws" to make life easier while I say: What we should do for the good of America is not to make life easier but to devise ways and means to make men stronger!

LABOR'S SIDE.

On Labor's side we find the employes confronted with problems of their own, trying their best to solve them. Unfortunately a great many selfish, designing demagogues have taken advantage of the situation, have capitalized the woes of the

workmen, have misled and misinformed them by making all kinds of promises, offering all kinds of schemes with which they promise to eliminate all evils.

There are laboring men who honestly believe that manual labor alone produces all wealth, and it is an almost impossible task to convince them that whenever they enforce an artificial increase in wages, they themselves will ultimately have to pay the bill. If labor produces all wealth, who will ultimately pay the freight if they keep on with their present policy to produce less and get more?

Without going into details on any phrase of the labor problem let me call your attention to the Inside, i. e. we will never solve the problems of making a first class living unless we solve the problem of giving the world a first class life. If you want to earn more, learn more.

If you want to get more out of the world you must put more in.

The world does not owe any man a living but every man owes the world a life. A stomach is not an asset, but a liability, and no man has a right to demand first class wages if he has nothing to offer but a stomach and a wishbone.

On the Inside of the labor problem I find not so much the problem of the unemployed as the problem of the unemployable. On the Inside I discovered different causes and the real needs of today.

I met men who were fighting for higher wages, claiming that they wanted them to take care of their wives and children. I went to the homes of some of these men and found their families praying "O God, give us a decent, kind, sober husband and father." There are men who honestly believe that most difficulties are problems of political economy. There are men who think that money will solve all problems, while I am more than ever convinced that what this country needs are things which money cannot buy.

Of course I recognize this so called housing problem but that is only on the Outside, for on the Inside we discover the most serious problem, that of the American Homes.

We have beautiful houses in America, but some of them are rotten homes, in fact no homes at all. While an untold number of five and six room cottages are excellent homes. Money can build houses but only genuine men and women can make them real homes.

While men cry for more money, I hear women and children cry for more Sunshine in their homes, for more love and affection and more real happiness which money cannot buy. On the Outside I hear people cry about hungry stomachs and empty pocketbooks, but on the Inside I see them suffer from empty brains and hungry hearts.

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CONSUMERS' SIDE.

There are millions on the consumer's side joining in the world-wide cry about the high cost of living. While I do not deny that on account of the artificial conditions created by the war, there was in reality and still is such a problem of High Cost of Living which will adjust itself as times become normal. But let me tell you, men and women of America, that you will never solve the problem of the High Cost of Living unless you go to the Inside and solve the problem of high and wrong living with right living.

A few years ago the Government reported that the total value of all crops during a certain year had reached the tremendous sum of nine billion dollars or one hundred dollars per capita, (this was before the war) yet we cannot silence this popular clamor about the High Cost of Living.

Men in public life have used this issue for their own aggrandizement and "vote getting". They have looked at the surface and either did not care, or did not want to pierce the Inside of the problem.

What do I mean? I mean that any thinking man who seeks the cause of this problem will soon find that the nation is not so much confronted with the problems of High Cost of Living but rather with the Cost of High Living and Wrong Living.

I have before me statistics showing that the money which we waste in this

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country in one year through wrong living amounts to the appalling sum of $30,853,-000,000 or $340 per capita. I cannot present here in detail the different items that make up this amount, owing to lack of time.

But in a specially prepared lecture, "Why Men Fail" (for men only) I shall present the scientific data, and you will agree with me that it is the staggering cost of Wrong Living that confronts our country today. The amount of time, human vitality, energy and money we waste through Wrong Living would build and pay for 12,-341,000 homes at $2,500 apiece in one year.

The thirty billion dollars I refer to include the entire liquor bill (of former years) and its appalling expense, time, energy and money spent for superficial amusements, shallow pastimes, cigarettes, stimulants, dopes, fake medicines, gambling, immorality, diseases and countless vices, and yet in spite of the fact that the waste in this country, on account of wrong living amounts to three and one-half times the amount of the crops, we still have men apparently honest, who can see nothing but an economic problem that confronts us today. They absolutely ignore that after all it is not a problem of political but rather of Domestic Economy.

When will the American people learn, that it is not the **making of money** but the

reckless **spending of money** that has caused our present embarrassment.

Not the **Wage Earner** but the **Wage Spender** needs looking after.

CAPITAL SIDE.

On the capital side we find men who stand on the financial side of the Industrial Pyramid. They must not forget however that there are three sides besides their own. They must grant the other three sides the same consideration which they demand for their own side. It is very unfortunate indeed that so many of our capitalists and business men stand so close to their own side that they have become mentally paralized and intellectually incapable of grasping any proposition which does not spell immediate returns in dollars and cents.

In their haste to make dollars and in their anxiety to get **"Tangible results"** they have forgotten and overlooked the fact that they must deal with **"Intangibles"** firsts.

For: in back of every fact is a "Principle" and in back of every action there is a "Motive".

In order to produce Facts we must deal with the Principles in back of them and if we want to get men to produce "Tangible Results" we must deal with the Motives in back of them.

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Let me change a Man's motive in life and I will increase his capacity 100 per cent. A man who works with a right motive and with Right Principles is a more valuable man to himself, to his employer and the world at large.

I have a thousand times been declared to be an inpractical pulpiteer when I talked about Principles and Motives but we have the satisfaction of living to see the day when even practical business men admit that in their over-anxiety to be Practical they indeed become Most Impractical.

For many, many years I have walked the streets of America imploring the business men and begging them to do more than merely make money.

It is only in recent years that business men began to realize that they now must pay dearly for what they failed to do in years gone by.

Sometimes men have amassed fortunes by doing things that were wrong and though they were legally right, they were morally wrong, just the same, but men often have tried to save money by not doing what is Right!

And for every dollar made by doing wrong

It will some day cost $100 or $1000 to right that wrong.

And for every dollar saved

By not doing what is right,

Men will some day have to pay a $1000 to fight that which is wrong.

It is unfortunate that too many men don't use their brains to reason with; too many of them either think with their stomachs or pocketbooks, that is they don't begin to sit up and take notice until either their stomachs are empty or pocketbooks are in danger and that is **Too Late.**

Men can never save money by not doing what is right.

We have been so busy indeed in making money, that we have had no time to think of the making of better men. We must not forget that the true and lasting prosperity of our country depends on the well being of the working class, in fact of all the people.

When Cornelia, the famous Roman matron, received a wealthy lady of Capulia, the latter took pride in displaying her diamonds, dresses and jewels, and finally asked Cornelia to exhibit her jewels. The proud mother called her two boys and introduced them saying, "My good friend: These are my jewels."

Let us bear in mind that the best assets of a city or a country, after all, not its business houses, industries or bank deposits but the Happy Homes with the men and

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women, the Boys and Girls who inhabit them.

Far be it from me to begrudge to any man the money he makes, especially if he does so after years of hard work, combining skill, brains, executive ability, perseverance and honesty, providing—he did not cause the poverty of others.

But I do say that the man who does nothing else but make money for the sake of making money is a failure as a man and a citizen. Indeed, he who has no other aim in life than to make money and satisfy his pocketbook is a failure, just as much as the man who has no other desire than to make a living to satisfy his stomach. For in the name of Almighty God, man does not, man cannot, live by bread alone.

Put a human soul into your enterprise that is a man who can see more than dollars and cents, a man who can see **men.** That is the human element in business.

It was almost twenty years ago when I appealed to a convention of business men in Chicago, that they should give not all their time to the making of money and improving of machinery, but devote some of their time to the making and improving of men.

But I found too many of them, whose business kept them so busy that they had not time for anything else, and I still believe that there must be something wrong either with such a man or with his business.

I cannot agree with some of these fire brand agitators who proclaim from the House Top that they are opposed to capital so long, as the other man has it.

Nor can I agree with the tactics of others, who seem to believe that they can help the poor by kicking the rich.

Shall the Strong help the Weak?
Yes! But
We can not strengthen the weak
By weakening the strong
We cannot help the Poor
By kicking the Rich.

I deplore the ever growing spirit of our times which seems to penalize and persecute all who commit the crime of getting to the top, beyond the reach of the crowd. The minds of our people have been poisoned and public sentiment misdirected by designing demagogues whose motto seems to be "Down with everything that is up." But it is also partly due to the fact that so many men have forgotten that the right to make money is a private right and involves public duties; and that private rights must cease when they become public wrongs.

EMPLOYER'S SIDE.

I differentiate between the employers and capitalists, I believe it is a fatal mistake due to a misunderstanding to refer to all employers as capitalists. As statistics

show beyond doubt not more than 5 per cent of the employers are capitalists, that is only 5 per cent of the American employers do business with and own their own capital, while 95 per cent of the employers handle other people's capital and work with other people's money, that is borrowed capital.

If any of you have one dollar in the Savings Bank you are a capitalist, for your money is loaned out by the bank to business men or manufacturers to be used by them in some business enterprise and will earn interest so that the Bank may be able to pay interest to you and the millions of individual saving account depositors. Who then is the employer if he is not the capitalist?

He is in my opinion the man on the "Inside," that is the man who must comply with the law of the land, that is the legal side.

He is the man who must through his salesmen study the consumer's needs and wants, that is the consumer's side.

He is the man who must finance the enterprise and safeguard other people's investments, that is the capital side.

He is the man who with the aid of his manager, superintendent and foremen must see that labor is productive and paid for, that is the labor side, and finds himself at the desk, the man on the Inside responsibe to and for the other four sides.

In fact the employer is generally the man who must borrow capital to keep the enterprise going.

Who must be willing to work the hardest—the longest hours.

The man who must be willing to assume all the responsibility, to run all the risks.

The man who must be willing to take all of the blame if things go wrong. The man who knows that he will get little if any credit if things go right.

For if employers after years of hard work and worry finally succeed and make money the employes often hold that, "They made it for him" but if he should lose all he has that is his own fault.

Now, I do not believe that is a Square Deal to the employer.

I sympathize with the employers as a class, when I see how often their position is misunderstood and misrepresented, and how anything and everything they may try to do for the betterment of conditions, is maliciously misconstrued by certain elements whose interest it is to breed strife between employer and employes, until some of the employers grow discouraged if not disgusted.

It is here where the employer should prove to be the bigger and greater man. It is here that he should display the spirit of the Nazarene and say. "Forgive them, they know not what they do."

The obligations of the employer towards the employes do not end with the pay envelope. The success of the employer depends upon the well-being and high standing of his employes, and again the success of the employes depends upon the success of the employer. And the success of our Country depends upon the success of both and the prosperity of all.

Employers should therefore leave nothing untried to pave the way for the development of their employes. Too long they have been making dollars and forgotten to make for better men. If the employers are not willing to show the workmen the Right Way and how to improve their conditions, then they are to blame if others show them the Wrong Way.

Employers should decide upon a definite policy for constructive work. Some are willing to spend thousands of dollars in fighting, while they refuse ten dollars for constructive or educational work. The employer who succeeds in whipping his men into submission will find that he has worse enemies than he had before, even though he thinks he won.

I have met employers who spent fortunes to fight their employes when they thought they were in the wrong, but never moved their hands to help them when they were right.

I have met employers who boasted of their "Victory" in a labor dispute because

they starved their men into submission; while they could not see that their victory was rather a doubtful one or at best the victory of Pyrrhus. On the outside they might have won the strike. Yet I think they lost, for they lost the most valuable asset an employer can have, they lost the heart and good will of the men.

The rank and file of workmen want to do what is right, but they have been misled by unscrupulous agitators. Many of them honestly believe that it is for the best interest of capital to keep the working class down in hopeless poverty. How dangerous a lie! What a fool that employer is who does not know that the highest priced man is the cheapest and the cheapest man the most expensive!

One more word to you who stand on the employer's side; I know that I voice millions of honest workmen of America when I say, "HELP US IF WE ARE RIGHT? SHOW US IF WE ARE WRONG.

SIGNS OF THE TIMES.

If a majority of the bank depositors in this country conspired to overdraw their bank account, it would mean financial disaster, a panic without parallel in history.

Go through the streets of our cities any day or evening, look at our men and wom-

en, especially our boys and girls, study their faces, and you can't help but discover their empty brain and hungry hearts. Observe how so many of them spend their evenings with superficial amusements and shallow pastimes, without any resources of their own. Instead of growing and developing from within, they just kill the time with amusements from without.

What are they if not "overdrawn bank accounts," i. e. men and women who want to draw more out of the world than they put into it? Boys and Girls who want to reap before they have sown.

Look at the female freaks "look-at-me-s" counterfeit girls and women as you pass them, dressed to kill like Indians on the war path (painted faces). What for? To arouse the passion of men, to kindle the very fire that lures thousands of girls to ruin if not shame and disgrace, sapping the life of our youth until they disappear in the whirlpool of society, high or low. Will girls ever learn that by such artificial means they may at best please the eyes of men, without ever winning the heart of a man, that is a man worthy of the name.

If we do not check this now, you will find that these very elements will tax our country in a few years with an overhead expense no nation can bear. What will be the outcome if we do not check the tendency to DO LESS and GET MORE?

It is a fatal and most costly mistake for men to be too busy in dollar and cent chasing and take no time to deal with moral issues, and to wait until their stomachs or pocketbooks are affected by economic problems.

Let us brace the foundation of our government by restoring the old common law maxim that "The welfare of the people shall be the highest law."

It may be unpopular to say it, but if history be true it is also true that the "WELFARE" of the people and the "WILL" of the people have not always been the same. I do not wish to infer that I do not trust the people, for

"I do trust the people who know the truth."

"But I fear the people who do not know the truth, and who sometimes don't want to know."

"I do trust the people who think with their brains."

"But I am afraid of the people who think with their stomach or pocketbook."

"I have confidence in the people when sober with reason."

"But I fear the people when a mob—drunk with passion."

"I do trust the people whose God is the Lord."

"For their voice is indeed the voice of God."

"But I am afraid of the people whose God is the belly."

DEVELOPING HUMAN RESOURCES.

If I could take business men to Arizona or Texas and show them 30,000 acres of non-productive land, and convince them that an investment of one dollar per acre for ten years would develop the land and make it produce at least $10.00 per acre profit, they would not hesitate a moment to invest millions of dollars and wait ten years for returns, and think that it was a good business proposition.

If I came to a shop or factory and demonstrated that a certain improvement in machinery would increase the output, the manufacturer would not hesitate to borrow money if necessary to buy new machinery. But citizens, you who are ever ready to spend money for the development of natural resources and improvements of machinery, don't you think that it also pays to invest money for the development of human resources?

We have in our country at least 20,000,000 children—boys and girls, who will be wage earners and wage spenders in ten to fifteen years. What are we doing to develop these vast human resources?

To be sure great progress has been made during the last few years towards industrial education and vocational train-

ing. Due credit should be given to those who have made our great trade schools and similar institutions possible; yet I am convinced that most of what we call school education is no education at all, only information from without and not real education from within, and that our entire educational system will prove to be a disastrous mistake, if not a farce, if we forget to teach our children what to do with education and how to use their knowledge, i. e. to primarily give the world a better and more useful life, and not merely teach for the purpose of making a better living.

We have schools to educate the "HEAD."

We are building institutions to educate and to train the "HAND." We have forgotten to educate the "HEART."

A man may be ever so well educated in his Head.

He may be ever so skilled in his Hand.

He is all the more dangerous if he is not also true and loyal in his Heart.

Real education therefore, must reach the Head, the Hand, and the Heart.

To do this effectively, we must teach the fear of God, the beginning of all wisdom.

We must take care of the Inside—that is the Moral side.

We must teach our boys that there is more lasting happiness in being honest workmen in overalls than in being a cheap

though well dressed clerk behind the counter or a degenerate or moral leper, or a worthless spendthrift in a full dress suit.

We must teach our girls that there is greater honor in being a wife, a mother and a home-maker in a one-story cottage than to be called a wife while in fact only a private mistress in a golden castle, or a walking advertisement for the supposed (!) financial standing of a husband.

We must teach our girls the true ideals of girlhood and womanhood and plead with them not to imitate, but rather to despise, a certain type of woman, often mistakenly called fashionable, whose very face, ill concealed beneath its war paint, tells the story of the price paid for a life of luxury, the dresses and jewels but a receipt for services rendered.

If we would pay one-half as much attention to the raising of children as we do to the raising of cattle and chickens, we would soon solve the problems of the future.

Let us start an era of formation, and there will be no need of reformation. Let us make men right, and we won't have to make them over.

WHAT TO DO.

America has had enough true leaders of men, who have for years pointed out what America really needs. But unfortunately

we did not give such leaders of men a chance to lead!

How can the leaders lead the people up?

While the people tear their leaders down?

If there appears a real leader in the world's arena or in our public life, it is the most fashionable thing to immediately appoint a committee "to sit on him" and wear him out with "red tape" and "fault finding," procrastinating, etc.

We are living in an age of organization and we are beset by it. While I firmly believe in organization yet I believe that most of our organizations though they are good they are generally "good for nothing." For they too often strangle initiative, obstruct individual action and end in collective inactivity. In fact most committees prove to be.

Refrigerators for Enthusiasm
Slaughterhouses for Good Intentions
Side-Tracks for Honest Efforts and
Cemeteries for Great Movements.

Unfortunately such committees have the idea that it becomes their duty to "handle" and "sit upon" their leaders instead of supporting them! They fail to recognize that some men will only work when properly handled and often only while being driven and watched. Others work better when let alone but work best when supported, encouraged and appreciated.

I have for many years tried in vain to find a remedy for the most dangerous moral delusion, that is the idea that discussing things, "or that Passing Resolutions" or

Merely Appointing Committees to INVESTIGATE

Will ever accomplish anything.

Give me this remedy and I WILL START A NEW ERA.

WASTE IN AMBULANCE SERVICE.

There is a story told of a city in the mountains of England where there was a cliff from the top of which the inhabitants could gain a magnificent view of the awe-inspiring surroundings. Now and then it happened that men went too far and fell from the cliff into the valley. Some charitably inclined people raised funds and bought an ambulance for the valley. More and more people fell down, but they were taken care of by the ambulance service in the valley.

Some reasoned that the cliff was all right so long as the people were careful, and that if they did fall it was not the fall that hurt them but the sudden stop when they landed, and so they had an ambulance ready to take care of those that fell.

One day someone made the suggestion to build a fence around the cliff and keep the people from falling. "Why, he is a

fool, a crank," some said. "He does not believe in charity. Why spend money for a fence when we have an ambulance down in the valley?" However, a few public spirited men carried out the plan, built a fence around the cliff at their own expense, and the ambulance service was soon dispensed with. Citizens, spend ten per cent of what we now use for ambulance service in constructive work, i. e. for FORMATION and we can save millions ON RE-FORMATION.

A HOPELESS STRUGGLE.

America is right now engaged in a hopeless struggle with no possible chance of victory and I do wish I could appeal to the conscience of all America and say:

America retreat!

Or you will meet **disaster** and **defeat!**

What I mean?

To drive home my point, let me call your attention to another hopeless struggle as reported in Greek Mythology.

Once upon a time it was stated that there was a Wedding in Heaven and the Greek God had invited all Goddesses, each representing a specific virtue.

But one Goddess, Eris, who was the Goddess of Discord was not invited!

For the God was afraid that she would cause some Discord among the Wedding Guests. But this aroused her wrath and she swore revenge.

At the height of the Wedding Feast she opened the gates of Heaven and throwing a Golden Apple among the Goddesses stated, **"This is for the prettiest,"** and a hopeless struggle started! The entire Wedding Feast was broken up, everyone wanted to be the prettiest and it almost seems as though this strugle has continued until the present day, when one notices how some women use every hook and crook to raise their face value and appear a little prettier than they really are.

It is a hopeless struggle, I repeat, for it is not within the province of every woman to be a "Pretty" woman.

But it is within reach of every woman to be a good woman, a beautiful woman, a good sister, a good daughter, a good homemaker, a faithful wife and a loving mother.

Just like Eris started a hopeless struggle in old Greece, it seems to me that somewhere, at sometime in the past a hopeless struggle was started in our own country.

Once we were a Nation of Pioneers. Then everybody was willing to put into life all they could put into it.

Then none were for a party!

And all were for the State.

Then the rich man helped the poor.

The poor man loved the great.

Then our Country became strong and powerful and prosperous.

Then it seems to me that one day the

Goddess of "Greed" and "Envy" opened the gates of America, threw a Golden Apple among our people and said, "Here!" this is to the richest!" And a hopeless struggle started which is the real struggle of today.

It is not within the province of and it is not even good for all men to be wealthy and rich which often brings with it unhappiness and bitterest disappointment, but it is within the reach of every man to be a good son, a good brother, a faithful husband, a loving father and a good citizen.

From this hopeless struggle America must retreat or meet disaster and defeat! For if ever Oliver Goldsmith's warnings, applied to any ountry at any time it applies to our Country today, that is:

"Ill fares the land,
To hastening ills a prey
Where wealth accumulates
And Men Decay!"

Men of America!
Think! Ere it be too late!
Let's go back and rather be
Old fashioned and Right
Than to be up-to-date
And wrong!
Let us no longer merely
Live to make Money,
But let us only
Make Money to live.
For what our Country really needs most
Are Things
Which Money cannot buy!

Men of America Think!

Let's start a Nation Wide **"Get Together Movement."**

We all are "AMERICANS FIRST."

Let's bury all hatchets and **"GET TOGETHER."**

LET'S GET TOGETHER.

Let's agree to disagree on LITTLE THINGS

Let's agree to agree on BIG THINGS

If we cannot agree on side issues

We can and MUST and WILL agree on big issues

If we cannot get together on the outside

Let's get together on Fundamental Principles; i. e.

"The Inside."

America san solve her problems overnight, if every Man will start with himself and be what he himself **ought** to be.

The same with every Woman, every Boy and Girl.

Just think what America **could** and **would** be, if we, her Citizens and her Children decide today to be what we **should** be.

The Father of our Country, George Washington issued the FIRST CALL to the Men of the Colonies. Volunteers came and answered that FIRST CALL ready to sacrifice everything for the sake of a sacred principle.

They fought and won the **STRUGGLE FOR INDEPENDENCE.**

When Lincoln saw that this great Republic, dedicated to Liberty was in danger, he issued the SECOND CALL to the Men of America.

Millions of voices answered, "We Are Coming Father Abraham!' And they Came. They fought and won the fight for **Unity.**

Men of America! I believe the time is ripe in this most critical hour for another call.

And it may be the **LAST CALL.**

We have won the War against our enemies **WITHOUT.**

Now let's gain another Victory against the enemies **WITHIN** and a victory over **OURSELVES.**

Let us today consecrate ourselves anew, to the service of Humanity, to the great principles which inspired the founders of our Republic.

If our country were attacked from the **Outside,** millions of volunteers would be willing to lay down their lives at the altar of their country.

We need such volunteers now as we are attacked by enemies from the **INSIDE.**

We could raise millions of men ready to fight, and die in order to protect "Our Homes," our WIVES AND DAUGHTERS against **foreign** men, but we need immediately an army of volunteers, who will protect the Honor of our Homes, the Honor of

our Wives and Daughters against some of **Our Own Men.**

For this purpose, there is hereby issued the **LAST CALL** TO THE MEN OF AMERICA.

A call for volunteers who will honor and respect the accomplishments and achievements of our Fore-Fathers by **DEEDS** and not merely by passing Patriotic Resolutions.

LAST CALL.

America calls for men who will fight and win the Battle for **"THE INSIDE."**

Men who will solve the problems of the high cost of living by **RIGHT LIVING.**

Men who will rouse the people of America from their disastrous lethargy and save them from the unavoidable and fatal results of the most dangerous disease of modern civilization, i. e., inertia, apathy and inexcusable indifference.

Men who will change the standard of success and never measure a man merely by his financial standing.

Men who will make money to live and NOT live to make money.

Men who will think with their brains and not with their stomachs and pocketbooks.

Men who will judge their fellow men by what he **IS** and not by what he **HAS.**

Men who will never sacrifice Principles for the sake of a dollar.

Men who will become what God meant man to be, the NATURAL PROTECTORS OF WOMAN, pledged to look upon **EVERY** woman as some ones **SISTER, DAUGHTER, WIFE OR MOTHER.**

Men who will respect the RIGHTS OF UNBORN GENERATIONS and never play with the affections of any girl or woman only to insult, humiliate and degrade her into a pastime.

Men who believe that there are some things too sacred to joke about and who will refuse to listen to, and who will voice a protest against all stories or jests, which drag the sublime into the mire.

Men who will be not only MONEY MAKERS and SUPPORTERS, BUT **FAITHFUL HUSBANDS, TRUE COMPANIONS** to their wives and LOVING PLAYMATES to their children.

Men who will try to **BE** something and not to only **LOOK** like something.

Men who will leave the world BETTER than they FOUND it.

Men who will do more than their duty.

Men who will put **INTO** life all they can put **INTO** it and not merely try to get **OUT** of it all they can get out of it.

Men who will develop from **WITHIN** and not merely kill time by amusing themselves from **WITHOUT.**

Men who will help to reach every Home in America.

Men for a TWENTY-FIVE YEAR CAMPAIGN for the development of our human resources.

Twenty-five years of bracing and building up the Inside.

Twenty-five years of Formation.

Twenty-five years of Construction.

Twenty-five years of Education from WITHIN AND not merely information from WITHOUT.

Twenty-five years of RIGHT LIVING from WITHIN and not HIGH or WRONG LIVING FROM WITHOUT.

Archimedes the sage of "Syracuse," once stated, **"GIVE ME A RESTING PLACE FOR MY LEVER,"** and I will remove the whole earth!

Likewise and with the same confidence and determination we feel like saying:

Give us five Big men in America with a real backbone, with a vision

Who will **Lead** and not **FOLLOW.**

Men, who will assume **BURDENS** and **RESPONSIBILITY** and not merely demand **RIGHTS** and **AUTHORITY.**

Who will take up a thing because it is **Good.**

And not because somebody else thinks so.

Men, who are willing to become **UNPOPULAR**—for the time being—for—at critical times—**TRUTH** never has been popular.

Strong men, who will dare go against the stream—rather than to seek the applause of the grandstand and thus cater for public approval.

They must be men who are willing to do something for their country without the expectation of deriving some material benefits from the same.

AMERICA!

Give us **Five** such men—**BIG MEN** who can **THINK NATIONALLY — SEE STRAIGHT** and **LOOK AHEAD**—who will help us to carry our **SQUARE DEAL GOSPEL** into every home of AMERICA.

AMERICA!

Give us **Five** such men in every city, town and village.

And we can reach the Heart, and Homes of every Man, Woman and Child in AMERICA.

AMERICA!

Give us such men and we will change the History of our Country over-night and bring about a **NEW ERA "THE ERA OF A SQUARE DEAL."**

Of this new Era, the Era all humanity is dreaming of and crying for, when we compare it with the past, We shall say:—

ONCE—NOW

Once man tried in vain to find
Happiness in what HE **HAD**
Now man has found genuine
And last Happiness in what **HE IS.**

Once man only lived to make money
Now men make money to live.

Once men judged a man by "What he **has.**"
Now they judge a man by "what he is."

Once the public Officials tried to **"Lead as Servants."**
Now they **shall serve as leaders.**

ONCE Men spent fortunes and voluntarily

paid for things that were **WRONG AND BAD.**

Now men shall pay voluntarily **twice as much** for things that are **RIGHT** AND **GOOD.**

Once the **WILL** of the people, represented by a temporary majority or by an organized minority was the LAW.

NOW THE PRESENT and Future Welfare of the people shall be the highest law.

ONCE they demanded laws and reforms when drunk with passion.

NOW they shall THINK and Wait and come when sober with reason.

ONCE Men demanded their Rights and asked for Authority without Thinking of Duties and Responsibility.

NOW they shall first do their duty, assume Burdens and Responsibility, Before they insist upon Rights and Authority.

ONCE men saw and thought of but One side—their own.

NOW they shall be **"ON THE SQUARE"** and see **"THREE SIDES** besides their own.

Once they displayed Dresses, Luxuries, Jewelry and Furniture as signs of their happiness and prosperity.

NOW they shall have **REAL HOMES,**

where Children will be The Jewels and Pride of the family.

Once they looked upon Housekeeping as a **DRUDGERY.** Motherhood a **BURDEN** and Children a **BOTHER.**

Now they will look upon HOMEMAKING AS AN **HONOR,** MOTHERHOOD AS A **DIVINE PRIVILEGE** and CHILDREN as a **DIVINE BLESSING.**

ONCE they condemned the fallen woman, and welcomed Home the fallen man.

NOW they will pity and help the Fallen women, the victims of some Fallen Men.

ONCE men were the UNMAKING of Women and Women the UNMAKING OF MEN.

NOW MAN shall be the **MAKING** of a Woman and Woman the **MAKING** of a Man.

ONCE everybody was for himself
And nobody cared for the state
The rich man did not care for the poor
And the poor man hated THE GREAT

NOW ALL our country stands together
At a New Era's Golden Gates
The Stars and stripes wave over
A **UNITED United States.**

America can solve her problems if we will get down to fundamental principles, down to fundamental truths, that is, if we

will forever bear in mind that the **real Labor Problems lie outside of WORKING HOURS.**

It is not what Men do when they work but what they do when they don't work, that causes most of their troubles.

It is not the WAGE **EARNER** but the **WAGE SPENDER** that is at the bottom of our most serious difficulties.

America needs,

More Sunshine in her Homes
More Love and Affection
More true Companionship
Between Husbands and Wives.

Well then, let's pass the word along.

Let us **UNITE** All America under the Banner of

A SQUARE DEAL FOR ALL

A Square Deal for **Labor**
A Square Deal for **Capital**
A Square Deal for **Consumers**
A Square Deal for **The Public**
A Square Deal for **Public Officials**
A Square Deal for **Employers**
A Square Deal for **Teachers** and **Preachers**
A Square Deal for **The Home**
A Square Deal for **Women**
A Square Deal for **Unborn Generations**
After All! Are we not All Employers?

Are we not All Employes?

And are we not All a part of the people?

Let's Get Together then upon a common platform of **A Square Deal**

Built upon Four Cornerstones; that is:

TRUTH, JUSTICE, HONESTY and LOYALTY.

Let's adopt a common policy of UNITY

Built upon Confidence, Good Will, Harmony, Co-Operation.

Let's unite all America and, recognizing that what our Country really needs most are things, **which money cannot buy,** let us hereby pledge that:

From now on

We shall make money to live

And never again merely LIVE TO MAKE MONEY,

Believing that this alone can and will secure National greatness and obtain Individual Happiness which is only measured by what a man **IS** on the **INSIDE** and not by what he has on **"THE OUTSIDE."**

THE INSIDE.

All Problems of America are on the **OUTSIDE**

The Causes, however, are on the **INSIDE.**

To solve these Problems

We DO NOT need RE-formation on the **OUTSIDE**

But right **FORMATION** on the **INSIDE.**

We can never reach the **INSIDE**

By applying LAWS or SALVE on the **OUTSIDE**

But we can always reach the Outside

FROM THE INSIDE.

Men of America! THINK!

If you will choose to perform your duty, it is possible to repair it all!

THIS address, originally called "THIRD CALL TO THE MEN OF AMERICA" was first held at the annual banquet of the Jersey City Board of Trade in January, 1913. It was intended to be the opening of a twenty-five year campaign for "RIGHT THINKING" and for the developing of our human resources.

It was delivered with the earnest hope that it would usher in a new era, the era of a SQUARE DEAL, the era of education and construction "FROM WITHIN."

It was the beginning of the National Inside Association of America started in Detroit in 1913, originally located in Toledo, Ohio, and now permanently located in Geneva, Ohio.

The change of conditions brought about by the war and our most serious "AFTER WAR PROBLEMS" have made it necessary to re-write the original address, adapt it to present day conditions and reissue it under the name of "THE LAST CALL TO THE MEN OF AMERICA".

Of the original address Hon. R. B. Glenn, formerly Governor of North Carolina, says: "THE THIRD CALL" is the strongest article expressed in short space that I have read for many years. It is full of meat, strong meat and wholesome meat. I wish every man, woman, boy and girl would read "THE THIRD CALL."

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JAN -2 1920

'6
Call

1900 AND NOW

1861
Second Call

LAST CALL!

Thrice this country called for VOLUNTEERS who were willing to go to the Battlefield to FIGHT and DIE for their country.

The National Inside Association of America wants MEN who will STAY AT HOME to WORK and LIVE for their country.

WILL YOU JOIN? ARE YOU INTERESTED?

Send name, address and 5c postage for further information to The National Inside Association, Geneva, Ohio.

Subscribing Membership $1 per year. Active Membership $5 per year. Contributing Membership $25 per year

The N. I. A. A.

wants to make

MEN THINK

THAT IS

THINK RIGHT

Will You Help Us to Reach Every Home in America?

All Thoughtful Men Will Eventually

Join the **NATIONAL INSIDE ASSOCIATION**

WHY NOT TO DAY?