



THINK of the sales that have been worked up in some makes of finishes simply by advertising and with nothing in the can to back it up! Then think of the quality and advertising back of Brighten Up Finishes. It almost makes me feel like advising the management to build an exclusive Brighten Up factory, it does for a fact.

The Little Paint Man

The Chamel

OCTOBER—NOVEMBER

1908



Top Notcher Comp
Number

N23501

0007-SWP-0001

The Chameleon

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VOL. X. OCTOBER-NOVEMBER, 1908

RESULT OF TOP-NOTCHER COMPETITION AND ESTIMATES



THIS number of THE CHAMELION
successful competitors in the ga
tition which ended August 31st la

Many times this fall I have g
convention, which has always aff
pleasant opportunity of meeting
that the time has come to announ
Competition, I miss it more than
our congratulations and thanks t
tors, instead of in person at on

seems inadequate and unsatisfactory. The distrib
honors at our convention has always been one of
ures and a matter of enthusiasm and inspiration

The difficulties and hardships of the past
seem to have in no way checked the keen interest
of the competition, and we all feel that the win
praise and special credit this year for their mag
gained a 'Top-Notcher' place in this aggressive o
much discouraging work as we have all had to c
achievement and speaks well for the grit and c
and skill of the winners, and I am sure every man
as I do and would like to take off his hat to and
successful competitor.

It is a pleasure to record here the names and
of the 1st place winners, and I want to say to
Notchers, we are proud of you and we than
sincerely for the fine results and the great sho

We also take pleasure in printing a list of
group of men who, in spite of the hard conditio
last year. They are also entitled to great praise
for their splendid work. Twenty-six men mad
think, considering the conditions, this is great w
one of them has well earned his bonus money.

Now, these competitions and bonuses are not going to be dropped, but will be continued with all our old-time eagerness and earnestness. I am more convinced than ever they are not only a great help to the business, but a great help to each individual who enters into the spirit of them and sees in them an opportunity not only for extra pecuniary reward, but, what is more important, an opportunity to show the management he possesses more than ordinary capacity and ability.

Just look around among the members of our organization, and note the men who have been promoted and come to the front since these competitions were inaugurated, and you will see almost every one of them have been Top-Notchers. More than one of them have told me that these competitions were the means of stirring them to extra effort, and in this way they discovered and developed their powers.

I do not claim that these competitions are a *necessity* to securing the maximum of effort, for the men of this organization have *always* worked hard and faithfully, but I am sure they give an added interest and a zest to our work that must appeal to every aggressive and ambitious man in the Company. If you don't care to win in a competition such as this, I am sorry for you. If you don't *try* to win, I am sorry for you. If your interest in your work is so lacking that you cannot throw yourself with enthusiasm and earnestness into a friendly competition with your fellow workers, you are to be pitied, for you miss the real pleasure of work—the love of conquering.

The predominant spirit of our organization is the love of victory and the desire to excel, and when that spirit dies out—which God forbid it ever should—then I for one will want to retire. We must *never* give up the leadership we have worked so hard for and so long held, and there is no danger of our doing so as long as each member of the staff is imbued with the desire to move on and up—to get ahead on his merits.

We want this Company to be a place where every member of it can develop and improve. We want the character and spirit of this concern to be such as will *bring out* the best that is in us, so that whether we stay here or go elsewhere we will be better equipped to *win* in the great struggle for success that should stir every man to do his level best.

The estimates will also be continued this year, and a bonus of one hundred dollars will be most willingly paid to every man who makes his estimate. It would be a pleasure to us to hand out checks to the entire field force, and with the splendid outlook now for business it really seems to me you ought all to make good.

I never felt so optimistic or enthusiastic over the prospects for our Company as I do this year. When I think of what we accomplished during the trying times of last year, for which we are profoundly grateful to you all, and compare the conditions now with what they were then, I can hardly keep my feet on the ground. We have done things in the past, but in my opinion they will sink into insignificance when compared with what we are going to do in the immediate future.

This is not idle talk. I think and believe I know this organization

and what it is capable of, and the reason I am so sure of this is the great motive power of our Company—the business spirit that has made us more efficient than ever before. Last year was our greatest year in our history for strengthening our organization with stronger and more capable leaders than we were going to make this experience *count* in the further development of our business.

And what does this development mean to the future of our organization? Just this: the opportunity to improve ourselves, one of those that can add something to the progress of the Company. We are so earnestly set on bringing about. The conditions are factors in our progress, and the men who succeed are those who merit and claim our recognition—but every man who enters the competition, whether he be a prize winner or not, will not be disappointed. For good men is keener now than ever before. We need the business capacity we can find and develop; and now we are proved in days of adversity, who dare limit what we can do for prosperity which I am sure are ahead of us. What is the opportunity? All we want you to do is your best. If you should always be unsatisfactory to you, as it is to the Company, it is a failure.

The S-W. Top-Notcher Record for Officers.

Top-Notcher District Manager,
President, L. W. Wolcott
Top-Notcher Sales Manager,
1st Vice President, F. B. Gable, T. N.—2, K.
Top-Notcher Salesman,
2nd Vice President, E. J. Clark
Top-Notcher Superintendent,
3rd Vice President, W. J. Lawson, T. N.—3
Top-Notcher Promoting Department Manager,
Secretary, J. A. Bowman
Top-Notcher Cashier,
Treasurer, R. H. Horsburg

Members.

Top-Notcher Railway Representative,
W. S. Woodrow, Marine Sales,
Top-Notcher Manufacturers' Sales Department,
F. E. Drew, T. N.—2, Central

Top-Notcher Representatives—Trade Sales Dept.

Central District,

1. W. N. Cline,
2. S. H. Robinson, T. N.—2
3. B. L. Reynolds.

Middle West District,

1. G. J. Liebich,
2. W. V. Hammond,
3. H. P. Reeds.

Southwestern District,

1. E. J. Clare,
2. S. S. Burris,
3. W. R. Ashbrook.

Central Pacific Division,

1. C. P. Christiansen,
2. R. A. Carder.

Southern Pacific Division.

1. G. E. Wise, T. N.—4
2. J. O. Knighten.

Eastern Division,

1. M. B. Millspaugh, T. N.—2
2. A. Larkins, T. N.—2
3. A. D. Collins, T. N.—2

New England Division,

1. H. C. Stratton,
2. J. D. Pillsbury.

Canadian District,

1. J. W. Benson, T. N.—2
2. J. E. Auger, T. N.—4
3. J. F. Ryan.

The Men Who Made Their Estimates.



UCH glory and honor is justly due those of our representatives who succeeded in winning out in our Top-Notcher Competitions but we feel that the good men who made their estimates should not be overlooked. The man who "does the stunt" and works out the proposition put up to him is always entitled to a word of praise. It is a source of much satisfaction to us to know that in the year of "panic" twenty-six of our representatives accomplished the tasks marked out for them. It's always a fine thing to accomplish results under ordinary circumstances, but it's a much finer thing to accomplish the same measure of results in the face of all kinds of difficulties and adverse conditions.

It is interesting to find that nearly all of the older representatives who are shown on the list of those entitled to their bonus money have made previous good records.

In the Chicago Division Mr. H. J. Moreland, Mr. J. W. Ward and Mr. F. K. Gray made their estimates last year.

In the Minneapolis Division Mr. C. F. Bennett made a splendid record and exceeded his estimate.

In the St. Louis Division Mr. H. P. Reeds made his estimate last year.

In the Kansas City Division Mr. W. R. Ashbrook has made his estimate each year.

In the Newark Division Mr. A. D. Collins was one of the Top-Notcher representatives in 1907 and he also made his estimate that year. Mr. M. B. Millspaugh was a Top-Notcher representative in 1904 and made his estimate last year. Mr. G. S. Spettigue made his estimate last year.

In the Philadelphia Division Mr. W. H. Jarden, Jr., was Top-Notcher representative in 1905 and 1906. Mr. A. Larkins was a Top-Notcher representative in 1907 and made his estimate as well. Mr. F. E. Drew is

the Top-Notcher Manufacturers Department last year made a splendid record, exceeding his estimate.

In the Los Angeles Division Mr. G. E. Wise for four years in succession and has made his estimate each year.

In the Montreal Division Mr. J. W. Benson representative last year and made his estimate last year, as he has for many years.

Some splendid records were made by some of our representatives which should be especially noticed. Mr. E. J. Clare, Notcher prize this year for the entire Company this year he exceeded his estimate by \$15,411, which was about twenty-five per cent. in excess of his estimate for the previous year.

Mr. W. V. Hammond had a very liberal margin in his figures by \$7,447.

Mr. C. P. Christiansen comes next, having exceeded his estimate by \$5,942, and Mr. M. B. Millspaugh ran ahead of the others by \$5,667.

These figures are given without including some of the representatives made very fine records due almost wholly to the sales of Paris Green, which comparisons we have had in mind the class of goods for the previous year.

The following representatives are entitled to a bonus of one thousand dollars of making their estimates.

Messrs. B. L. Reynolds, W. F. Gallinger, R. A. Carder, J. B. Kurtz.

The only Divisions which were not represented by representatives who made their estimates were Toronto and Winnipeg.

Our Company very greatly appreciates the efforts of the representatives who have succeeded in doing all that was set before them. It has been very gratifying, indeed, to have a staff such a large percentage of men with the ability to succeed in making an exceptional record under exceptional conditions.

Estimates for 1908

IN the next issue of THE CHAMELEON we will give you something to say about our estimates for this year. We have been putting in much time in compiling the final figures will be approved in the near future. Our representatives will be keen to get these figures, and we are returning prosperity we feel sure that the quotations will be larger than ever before.

Prize Money Awards.

The following prize money awards were made by the Company to the various winners in the 1908 competitions and to those who made their estimates:

Mr. L. W. Wolcott, T. N. District Manager	\$500
Mr. F. B. Gable, T. N. Sales Manager	500
Mr. E. J. Clare, T. N. Salesman, entire company	\$200
T. N. Salesman, Southwestern District	200
Bonus (For Making Estimate)	100
Mr. F. E. Drew, T. N. Salesman, Mfrs. Dept.	200
Bonus	100
Mr. M. B. Millsbaugh, T. N. Salesman, Eastern Division	200
Bonus	100
Mr. G. J. Liebich, T. N. Salesman, Western District	200
Bonus	100
Mr. J. W. Benson, T. N. Salesman, Canadian District	200
Bonus	100
Mr. C. P. Christiansen, T. N. Salesman, Central Pacific Division	200
Bonus	100
Mr. G. E. Wise, T. N. Salesman, Southern Pacific Division	200
Bonus	100
Mr. W. N. Cline, T. N. Salesman, Central District	200
Bonus	100
Mr. H. C. Stratton, T. N. Salesman, New England Division	200
Bonus	100
Mr. W. S. Woodrow, T. N. Railway Representative	200
Mr. W. V. Hammond, T. N. Western District	100
Bonus	100
Mr. A. Larkins, T. N. Salesman, Eastern Division	100
Bonus	100
Mr. W. J. Lawson, T. N. Supt.	200
Mr. J. A. Bowman, T. N. Promoting Dept. Manager	200
Mr. R. H. Hursburgh, T. N. Cashier	200
Mr. H. P. Reeds, T. N. Salesman, Western District	50
Bonus	100
Mr. A. D. Collins, T. N. Salesman, Eastern Division	50
Bonus	100
Mr. W. R. Ashbrook, T. N. Salesman, Southwestern District	50
Bonus	100
Mr. S. S. Burris, T. N. Salesman, Southwestern District	100
Mr. R. A. Carder, T. N. Salesman, Central Pacific Division	100
Mr. J. D. Pillsbury, T. N. Salesman, New England Division	100
Mr. S. H. Robinson, T. N. Salesman, Central District	100
Mr. J. E. Auger, T. N. Salesman, Canadian District	100
Mr. J. O. Knighten, T. N. Salesman, Southern Pacific Division	100
Mr. B. L. Reynolds, T. N. Salesman, Central District	50
Mr. J. F. Ryan, T. N. Salesman, Canadian District	50

The following salesmen received \$500 each for making their estimates: H. J. Moreland, J. W. Ward, F. K. Gray, C. F. Bennett, F. A. Randall, W. D. Moore, G. S. Spettigue, W. H. Jarden, Jr., T. N., R. Johnson, B. B. Cannon, W. E. Carter and E. E. Stannard.

HONOR

Representatives Who Reached T

The following list comprises the H
In spite of adverse conditions the
representatives made their estimates fo

Cleveland Sales Division,	Newark
W. N. Cline, T. N.	M. B.
	G. S.
Cincinnati Sales Division,	A. D.
W. D. Moore.	Central
Chicago Sales Division,	A. L.
G. J. Liebich, T. N.	W. H.
H. J. Moreland,	F. E.
J. W. Ward,	New En
F. K. Gray.	H. C.
Minneapolis Sales Division,	San Fra
C. F. Bennett,	W. E.
F. A. Randall.	Portlan
St. Louis Sales Division,	C. P.
W. V. Hammond, T. N.	E. E.
H. P. Reeds, T. N.	Los An
Kansas City Sales Division,	G. E.
B. B. Cannon,	Montre
E. J. Clare, T. N.	J. W.
W. R. Ashbrook.	R. Jo

Top-Notcher Trophy Award.



Top-Notcher Trophy, won by the Kansas City Sales Division

With such prospects ahead of us, it is going to take hard work to keep us from taking the lead. There is no question but what it will be the grandest fight that any of us have ever witnessed and one worthy of an earnest effort.

Again congratulating you, and with greetings and best wishes from the entire staff, I am

THE Top-Notcher Trophy has again returned to its old home at Kansas City, which makes the fourth time it has been won by Southwestern. In giving it up to the Kansas City Sales Division, Mr. R. W. Levenhagen sent the following letter to Mr. Gable:

Cleveland, Ohio, 11-5-08.

Mr. F. B. Gable, Sales Manager,
Kansas City, Mo.

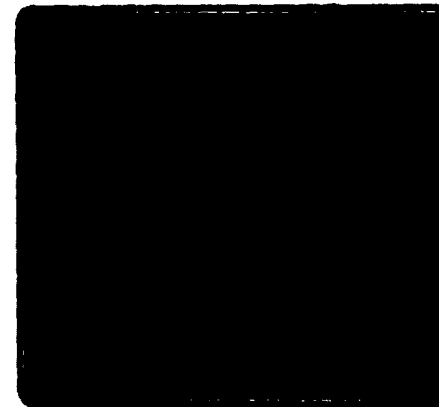
My Dear Mr. Gable:

From a letter received from our Vice President and General Manager, Mr. Walter H. Cottingham, I learn that you landed the Managers' Top-Notcher Prize for 1908 and congratulate you most heartily on your success. In the face of the adverse conditions of the past year, your record is exceptionally commendable and I am not backward in saying that I envy you, as it certainly is a showing of which any Manager may well be proud.

In behalf of the loyal office and field staff of the Central Division, I want to make the statement that I am not dissatisfied with the results of the past twelve months, as some remarkably fine records were established on a number of the territories and if we had not been so seriously affected in our Manufacturers and Railway Sales, the results would have been far different. The Trade Sales Department gave a very good account of itself. Figures are figures, however, and while we are all hard fighters and hate to lose out, we are always glad and proud to congratulate the winner and take great pleasure in returning the "Trophy" to its original home in the Kansas City office. It has been carefully packed and is going forward by prepaid freight and am confident that you will find it in the same good condition that it was when originally turned over to us.

As a parting challenge for 1909, I want to tell you that we are out after another record. With the strong organization that we have both on the inside and the outside, it certainly is up to us to make a record, and with returning prosperity our opportunities and possibilities will be fully as great as in 1907.

Sales Manager.



Top-Notcher Trophy Plate—Showing Winners

In reply to Mr. Levenhagen's letter, and behalf of the Kansas City Sales Division, Mr. G

Mr. R. W. Levenhagen, Sales Manager,
Cleveland, Ohio.

My Dear Mr. Levenhagen:

I am just in receipt of your letter of the 5th inst., and to the Kansas City staff upon the results of the Top-Notcher received Mr. Cottingham's letter, telling me that we have your letter was handed me, stating that "The Trophy"

I desire to thank you heartily for your congratulation of your promptness in returning "The Trophy," very proud of the record which we made in the year just close up upon the creditable showing that your Division

I have carefully noted your challenge and in behalf of the Central Division staff I desire to accept it, for we are certainly all determined to win "The Trophy" in its happy home.

I desire to compliment you on the way you and your staff have played the "game"—you are certainly true sportsmen and good fighters. I hope you will have an opportunity to win such a race this year that you will have an opportunity

Kindly convey my kindest regards and good wishes to the Central Division staff and accept the same for your own

Sincerely yours,

Superintendents' Meeting in Cleveland.

A meeting of all the Superintendents of our various factories was held in Cleveland during October 12, 13 and 14. Those in attendance were Messrs. J. C. Beardslee (Chairman), W. H. Cottingham, E. W. Lutes, J. D. Barker, A. A. Sims, H. M. Ashby, H. J. Douglas, W. R. Sieplein, W. J. Lawson, A. W. Ballard, J. G. Weber, A. E. Oldham and E. P. Schafer (Secretary).

The meeting was called together for the purpose of having a general discussion of all matters pertaining to the manufacturing departments, with the idea of effecting improvement along particular lines and the betterment of business as a whole. The meeting was a most interesting one and the operations of the various factories for the past year were taken up in detail as an aid for determining future plans.

On Tuesday evening, the 13th, Mr. Beardslee entertained the committee at dinner. The meeting terminated on the 14th, when at a special session the winner of the Top-Notcher Competition for 1908 was announced. A full description of this special session follows.

Top-Notcher Results in the Different Factories.



URING the second week in October, while all the Superintendents of the factories were in Cleveland, a meeting was called in the club room of the factory for the purpose of announcing the winner of the Top-Notcher Competition. Those present included Mr. Sherwin, Mr. Cottingham, Mr. Fenn, Mr. Beardslee, Mr. Joyce, Mr. Ballard, Mr. Ashby, Mr. Lutes, Mr. Lawson, Mr. Barker, Mr. Sims, Mr. Davis, the foremen of the various departments in the factory and others from the factory and sales offices.

Mr. Beardslee, who presided, opened the meeting with a few remarks relative to the extreme closeness of the competition for the year, only a few points separating the various contestants. He said the manufacturing departments had successfully coped with the severe conditions of the year just ended, and that the results were most gratifying to the management. He then announced that Mr. W. J. Lawson of the Newark Plant had won the Top-Notcher Superintendent's prize for 1908. He also announced the winners of the Top-Notcher Foremen's Competition in the Cleveland Factory, pictures of whom are given elsewhere. Mr. Beardslee was followed by Mr. Sherwin, who said that although he could not keep in as close touch with affairs as he had formerly, he was always very glad to be at meetings of this character. He said we had been through hard times but that experiences of this kind only made us all the stronger and that he saw only a bright outlook ahead.

Mr. Cottingham then spoke. After congratulating the winner on his victory he went on to say that all the Superintendents deserved special praise for the way in which they had taken hold of things, considering the fact that they were working against great odds during the past year owing to the peculiar financial conditions surrounding all kinds of business. He closed by saying that he thought the outlook for a good year in 1909 appeared very favorable.

Cleveland Factory.



Mr. J. A. Dougherty.
Mr. Louis Belmont.

THE Top-Notcher Cleveland Factory fought from s honors for first place v Dougherty, foreman o Stores Dept. Mr. Do the Company five year General Stock Keeper ago he went into the Dept. as a clerk. H the Department.

Second place wa Belmont, foreman of Belmont has been with years. He started wi tory and was one of take charge of the Mo

had been taken over by this Company. When he he went into the Coach Dept., where he is foreman.

Newark Factory.



Mr. Foster McKenzie.

THE competition among Newark Factory for the 1908 was so close that known until the very last moment received advice that Mr. Foster M ner. Mr. McKenzie entered Company on July 1, 1903, in the and electrician. He has held th and while he has never been give is in reality the Master Mechanic Mr. McKenzie is an unusually l

great capabilities.

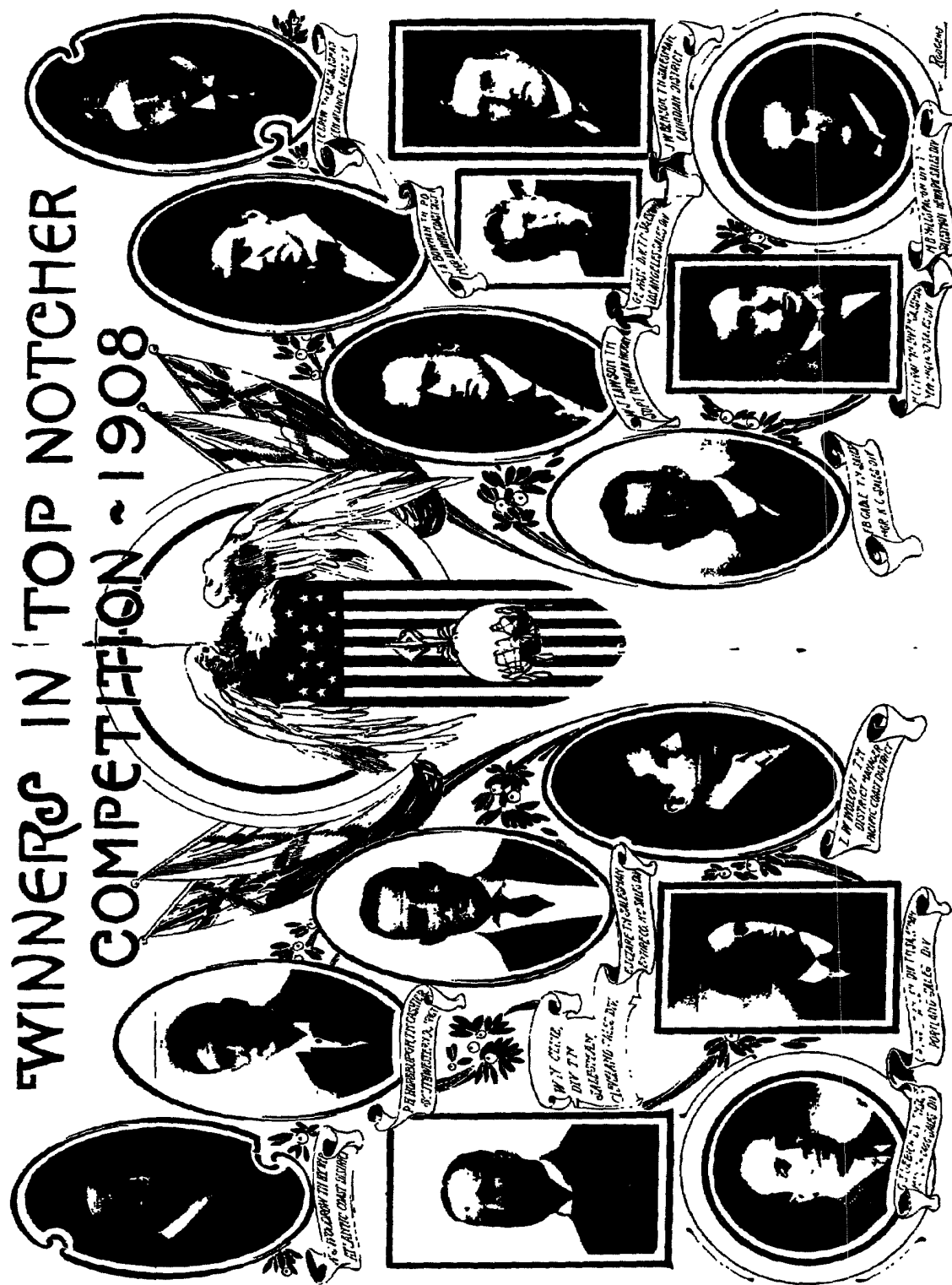
Montreal Factory.



Mr. J. M. Bowden.

THE Foremen's Top-Notch Montreal Factory was ke and was won by Mr. J usually the case when there is a Scotchman won the prize, for Scotland, the home of good en combines the place of chief en chanic and has been with the C 1905. He is very energetic and wide experience, having at on one of the large hospitals in I time he was in charge of a big cotton mill in the cap

WINNERS IN TOP NOTCHER COMPETITION - 1908



Warden
Fotling

AT a recent meeting of the heads of the departments of the Printing and Sampling Department the winners of the Top-Notcher Competition were announced. Before giving out the prizes Mr. S. E. Baldwin said that the competition was of especial interest this year as being the first one that had ever been held in the P. & S. Dept. He told how it was started as an experiment and had proved unusually successful. Mr. Cottingham, who was present at the meeting, congratulated the winners on their work, and said that he felt that this competition would surely prove as successful as all the other Top-Notcher Competitions had proven to be an incentive to keep up a higher standard of excellence. Mr. Baldwin also spoke and said he was greatly pleased with the outcome of the competition and congratulated winners and losers on their fine work in the matter of holding down the expense, but in the end the work turned out, which was of better grade than ever before.

The following departments of the P. & S. were in the competition: Press Room, Composing Room, Sampling Dept., Bindery, Painting Dept. and the Finishing Dept. First place was won by Mrs. G. B. Mackenzie, who is in charge of the sampling work. Mrs. Mackenzie has been with the Company for a period of two years and during that time has held her present position. We congratulate her on winning the first prize ever given in the P. & S. Department. Second place was won by Mr. Thos. Devine, foreman of the Painting Dept.

Pointers from Weekly Bulletins.



THE following extracts from the weekly bulletins of some of our sales managers contain such good stuff that we feel that they ought to be published in **THE CHAMELEON** for the benefit of our representatives who may not have seen them. We intend to make this a regular feature in **THE CHAMELEON** in the future, as some of these "pointers" are too valuable to be read only by the salesmen of the division to which the bulletins are sent.

From Mr. Myer's Bulletin of Oct. 23, 1908.

I am glad to see that you are now selling more of the Brighten Up Assortments. Some of you sold five and six \$25.00 Assortments last week, although the orders have not all passed the Credit Department. This is excellent work. I note that there is a feeling that the assortments will sell better in the Spring, and that there is little use in the dealer stocking up now. This is a great mistake. If we thought this was really so, we would have held back our Brighten Up advertising in all the magazines until later. We are going into *many million homes each month* and are telling the housewife to ask the dealer for our Brighten Up Finishes, and we want these Finishes on the dealers' shelves *right now*. Now is the time the

housewife touches things up around the home. and we have received from dealers in your territory proves that this is so. In further proof I give Leis' town report received today, which shows that things are moving off the shelves: "The assortment month is selling well; expect to put in another want to say that Mr. Bradley and Mr. Leis sold the month's worth of goods, which was enough to make a good display in the window and the store."

From Mr. Gable's Bulletin of Sept. 30, 1908.

We have often heard the phrase that some representatives are "born salesmen," but this is not the case. When we came down with equal intellect and ability, which was practical, we have been successful in developing a fine intellect. Others have been successful in developing a fine physique. In the beginning we all started with nothing, and are ourselves. If you are not a thorough salesman, it is not to greater experience the longer he travels, and if he believes in the business and that continued experience is of no value to the business. We do not believe that salesmen are born to be made from any "piece of material" that is honest, fit and hard working.

Here is a quotation from one of the representatives pleased to pass it along, for we feel that it will be of benefit to you.

"The heights of great men reached
Were not attained by sudden flight
But they, while their companions slept,
Were toiling upward in the night."

Personal Letters.—Get a P. O. list from each agent who cannot find the names of property owners whose houses he wants to walk down the street with you and tell you the names of the houses that you can see should be painted. This is important. Get promises from the agent that he will send a list in a few days of the list itself. It will help to sell the order you are taking.

From Mr. Hommel's Bulletin of Sept. 30, 190

Brighten Up Assortments are not moving as rapidly as are subject to such elasticity as will make them goods are not going out in the right proportion to the Up lines should correct this, if properly handled. Each meet his own territorial conditions, and method of presentation.

A Hot One From South

We have received the following advice from the District—it certainly sounds good:

"One of our representatives has secured a load of our products, which includes 761 gal more varnish than was sold on the entire territory in a whirl-wind start, and we are certainly looking

Death of Mr. Ben L. Haynes.



Mr. Ben L. Haynes

IT IS with sorrow that we record the death of Mr. Ben L. Haynes, which occurred at his old home in Tennessee on August 14th. Mr. Haynes was one of the best representatives in the Southwestern District and during his connection with our Company had made a splendid record. Coming to us without any previous experience in the paint business, he was first placed in charge of territory 608 in Central Texas in March 1907. The territory at that time was \$11,000 behind the previous year's figures, but on September 1st it was found that Mr. Haynes had made his estimate and that the figures were well ahead.

Because of his good work in handling this territory, he was transferred to a Colorado territory to take the position formerly occupied by his brother, Mr. W. W. Haynes, our present Manager at Omaha. Success again attended his efforts and he was making a splendid record when he showed evidence of failing health, and, at the suggestion of his physician, he was transferred to Texas to take up special work for the Texas Division. The change in climate did not prove to be beneficial and the latter part of July he went to his old home in Tennessee, thinking that rest and his old home associations would rapidly bring back his health. His death was very unexpected, being directly caused by an acute attack of rheumatism of the heart.

Mr. Haynes was of a jovial, optimistic disposition, a tireless worker, a loyal friend and a good business man. He was loved by all who knew him and was held in very high esteem by his associates in the Southwestern District. Owing to his success in landing car-load orders he was known to his customers as "Car-load Ben" and it is to his credit that every customer was his friend.

"Business Success."

Owing to the increasing demand for "Business Success," written by Mr. Cottingham, arrangements were recently made with the Dodge Publishing Co., New York, to publish this book. The new edition, which is very artistically printed, is now on sale at all the leading bookstores throughout the country.

Change in Advertising Department.

Mr. Clyde E. Horton has been appointed Assistant Manager of the Advertising Department, succeeding Mr. D. G. Newton, recently resigned. Mr. Horton will continue as Superintendent of the Decorative and Art Departments.

National Magazine Adve



SHERMAN WILLIAMS
"Brighten Up"
is the new name for our
old line of household paint,
varnishes, oils and more.
We have prepared the all
new label design for
Brighten Up paint. It is
a new name for our
old line of household paint,
varnishes, oils and more.
It is the new name for our
old line of household paint,
varnishes, oils and more.
It is the new name for our
old line of household paint,
varnishes, oils and more.

SHERMAN WILLIAMS
"Brighten Up"
finishes

For the purpose of this new
label design, we have
prepared the all new
label design for
Brighten Up paint. It is
a new name for our
old line of household paint,
varnishes, oils and more.

There is a Sherman-
Williams paint, var-
nish, stain or enamel
for every surface. It
is always the right
quality—the best
for the purpose.

Single column ad, Ladies' Home
Journal and Woman's Home
Company

THE accompanying c
ment now appearing
of 'The Ladies' H
Woman's Home Companio
cut occupying a quarter of
also have space in Good H
Everybody's, Saturday Eve
World's Work. The cont
vember ads is similar to th
shown in the September an
a continuation of the Bri
We hope the representati
prospective customers how
campaign is making the
better known every day, so
to increase. The dealer
Assortment on his shelves
position to take care of th
quirements of his customer
out it.

We are still offering t
rative Department to the
appearing in the Novemb
Beautiful, Keith's, Shopp
Craftsman, and House and

And the Work

Pity the man you can't

That the world has
decade,

Who dwells in the Pro

With makeshift
methods slow,

Forgetting the things

Are those his success

He rails at progress

And marvels much

—From the P

Gold Watch for Mr. Hofman.



gave them to see another of the S-W. employees join the ranks of those who had faithfully served the Company for a quarter of a century.

IN RECOGNITION of 25 years' of faithful service to this Company, Mr. Frank Hofman, of the Oil and Japan Department in the Cleveland Factory, was recently presented with a gold watch and certificate of long service. It is with great pleasure that we show his photograph in this issue of THE CHAMELEON. The presentation was made by Mr. J. C. Beardalee in the club room of the factory. At the same time the winners of the Top-Notcher Competition in the Cleveland Factory were announced. Mr. Sherwin and Mr. Cottingham were present and expressed the pleasure it



Western District

Chicago Sales Division.

The following changes were effective September 1st:

F. K. Gray, formerly on territory 126 in Iowa, is now covering territory 124 in Indiana. F. A. Spoon, who last year represented us on territory 134 in Wisconsin, succeeds Mr. Gray on 126.

M. M. Miller and F. A. Bush, who traveled out of the St. Louis Division last year, are covering respectively territories 112 in Indiana and 114 in Illinois.

W. L. Bender begins his first year's service with us on territory 102, with headquarters in Indianapolis.

We have had a very satisfactory September business, and the prospects are bright for a continuation of the conditions that have made this possible. In fact, we are looking for a larger fall business than we ever had before, and with the additional levers in the way of the Brighten Up and BPA Campaigns, we show a very material increase over last year.

Minneapolis Division.

Tied for second place in the Top-Notcher Competition is our record for last year's work, but an increase of over twenty-five per cent. for the first month of September in the new year is the right kind of a start.

Crops are exceptionally good and have brought fair prices for the farmer, and the prospects are very encouraging. We are looking forward to a year that will be the largest in the history of the Company for the Northwestern Division.



Central Cleveland Sales

Although we were of prosperity last September showing consistent growth beginning of the present fiscal year. This speaks way in which the most of our representatives are on their territories. The habit of looking up town is growing with us, and several of our men attention by their excellent territorial work.

Mr. Stewart spent a day with Mr. Magill and they landed a new account for a carload of various Finishes and a carload of Paris Green.

The next to enroll in the carload class was sold a straight car of linseed oil.

This Division is securing splendid returns from out in the Decorative Department. By following fully we are selling specialties to many of our customers, and we are projecting to buying anything but S.W. P. Gloss White.



Atlantic Coast Newark Sales

We are holding a large stock of the G. S. Spettigau Brighten Up Assortment.

Mr. O. A. Hasse, formerly of the Advertising Department, has joined our promoting staff in Newark. We welcome, and the opportunity of making the promotion of Manufacturers, Master Painters, and especially the most important of all our promoting work. We to offer Mr. Hasse the best encouragement and with full instructions as to just what work they require.

New England Sales Division.

Mr. L. B. Wells has landed a Brighten Up Assortment we have of the Brighten Up Finishes the whole line with the largest paint dealer in New England.



So. Western District

Kansas City Sales Division.

The Southwestern District force is developing a first class case of Decorative Department fever in consequence of some splendid business secured through work done by that department. We are just beginning to fully realize the possibilities of this work and intend to use it every chance we get from now on.

All the salesmen in this District are pushing the Brighten Up line good and hard, and it seems to be making a hit with the trade.

The election window trim, sent out with the October S. W. P., was enthusiastically received by our agents. We are hearing from it every day, and from reports we believe that fully 90 per cent. of them have been used.

We are in receipt of a letter from Mr. John H. Knopp, of Brazilton, Kansas, in which he says, "I sent you in a few names recently, among which was that of Mr. J. H. Bollwinkle. He had bought a cheap paint from another party here but when he got your letter he didn't use it and I sold him the bill." This shows the effectiveness of a good promoting letter.

One of our large customers in the Southwest "strayed from the fold" during the past year and purchased a quantity of a 70% zinc and 30% lead paint. After his painters and customers had begun to use the goods, they scolded and he was sorry—so sorry that he came to us and, to atone for his wrong deed, bought a full carload of S-W. Paints and Varnishes. He explained at the same time that we could count on him for a yearly carload for many years to come.

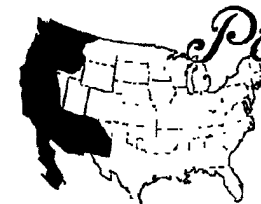
Omaha Sales Division.

Mr. F. E. Byron, our carload Iowa representative, shares the first carload honors of the new year, having landed the Thompson Drug Co., a new agent at Sioux City, Ia., for a solid carload of Sherwin-Williams Products. This new agent has secured the business of two of the largest contractors and builders in Sioux City. As an evidence that our new agents have the proper S-W. spirit and believe in the S-W. maxim that "The way to get business is to go after it," they write us as follows: "We wish you would send us at once, from your Omaha branch, in addition to the carload order, 10 gallons of Excellor, 10 gallons of Mar-not, 10 gallons White Shellac, 5 gallons Orange Shellac, 15 gallons Taxite, 5 gallons Hard-drying Floor, 5 gallons Durable Interior Finish and 5 gallons Gold Radiator Enamel."

Our Colorado representative, Mr. C. M. Atwood, has landed the four-

teen story building being erected in Denver Company. S-W Products were specified through-

Mr. R. I. Lott, who has been our District taken charge of our "Large City" territory, 6 come Mr. Lott, as he possesses all of the go booster.



Pacific

San Francisco

Selling line knows how. Master Painters' opportunities to sell

and each time turned the opportunities into with the Association have expressed themselves quality of our oil and say it is the best they have

Spokane Depot is the latest addition to the vast resources of that country have demonstrated and we are pleased to say that it has already record for itself. Mr. C. P. Christiansen, the has been placed in charge.

We are glad to welcome to our ranks cover territory 500. Mr. Welch comes well has expressed his intention to double the number last year. It's a good resolution and here's

Southern Pacific Sales

The city sales of Los Angeles have lately the big building trade.

The Alexandria Hotel, the finest hostelry renovated four hundred of its chairs with Har-

The S-W. Linseed Oil has become a popular no better way to prove the superior quality of our Linseed Oil. It is a winner and will go else has failed.

Mr. R. T. Parsons, Manager of the District, has been with us for the past week particular line.

The crop report just issued, gives Southern California alone. This means good coming year.

SALES DEPARTMENT NOTES.

THE following figures are for the month of September only. Owing to the fact that most of the Local Conventions were held during the first week of September, the record of the representatives is in reality a record of three weeks work only on their territories. This accounts in part for the rather light showing in new agents, etc.

Leaders in New S.W.P. Agents.

Canadian District,	
W. J. Miller	5
J. J. Whalen	4 each
J. P. Ryan	
Kansas City Division,	
H. B. Sevier	4
F. L. Patton	3
Texas Division,	
D. L. Price	3
T. J. Twaddell	1 each
S. C. Burris	
San Francisco Division,	
W. H. Lilley	3
Cleveland Division,	
F. A. Levenhagen	2
J. A. Magill	1 each
E. Hess	
Minneapolis Division,	
F. A. Randall	2
T. M. Brude	1
Chicago Division,	
R. Cluxton	1 each
G. J. Manuosa	
St. Louis Division,	
W. V. Hammond	1 each
H. P. Reeds	
Central Atlantic Division,	
W. E. Jordan, Jr.	1 each
C. G. Fisher	
Savannah Division,	
W. C. Pierce	1
Newark Division,	
G. S. Spettigue	1
Omaha Division,	
A. Brown	1

Los Angeles, New England, Portland and Cincinnati Divisions not represented.

Leaders in New Dealers.

Minneapolis Division,	
F. A. Randall	0
T. M. Brude	3 each
C. F. Bennett	
Newark Division,	
F. L. Fox	0
H. T. Shelton	3 each
C. S. Spettigue	
Kansas City Division,	
E. J. Clare	7
H. B. Sevier	0

Canadian District,	
H. H. Eager	0
A. R. Cowley	4
Chicago Division,	
J. W. Ward	4
W. F. Gallinger	
F. A. Bush	3 each
M. M. Miller	
G. J. Manuosa	
Cleveland Division,	
F. A. Levenhagen	4
D. E. Fisher	3 each
F. A. Douglas	
New England Division,	
A. L. Berry	4
H. W. Putnam	2 each
I. B. Wells	
Central Atlantic Division,	
A. Perkins	3
M. H. Roberts	2 each
G. E. Elliott	
Cincinnati Division,	
B. L. Reynolds	3
B. Ketchum	
S. H. Robinson	1 each
H. C. Jacobus	
J. L. Pendergast	
W. D. Howe	
Texas Division,	
J. J. Twaddell	2
S. S. Burns	1 each
D. L. Price	
G. E. Cannon	
St. Louis Division,	
R. H. Sheppard	2
W. V. Hammond	
G. K. Leis	1 each
C. T. Haugh	
R. W. Jay	
Savannah Division,	
A. D. Kiser	2 each
C. W. Wallace	
T. D. Spencer	1 each
W. C. Pierce	
Los Angeles Division,	
G. W. Burdell	1 each
G. E. Wise	
Omaha Division,	
F. E. Hyron	1 each
E. E. Shephard	
Portland Division,	
R. A. Carder	1 each
C. E. Felch	
J. B. Kurtz	
San Francisco Division,	
H. S. Thompson	1 each
W. E. Carter	

Leaders in New Other Accounts,	
New England Division,	
W. J. Kelley	17
A. J. Gillespie	7
Cleveland Division,	
J. A. Magill	14
I. M. Benedict	8
Portland Division,	
J. H. Kurir	10
C. E. Felch	2
Newark Division,	
S. Wetherill	8
F. S. Slater	7
San Francisco Division,	
E. O'Day	1
S. W. Smith	3
Kansas City Division,	
W. R. Ashbrook	8
H. B. Sevier	4 each
W. G. Wiley	
Chicago Division,	
E. C. Sullivan	5
S. B. Thompson	4
Central Atlantic Division,	
C. W. Burgess	6 each
W. H. Price	
C. G. Fisher	1
J. P. Minetree	3 each
G. E. Elliott	
Minneapolis Division,	
T. M. Brude	5
F. A. Randall	1
Savannah Division,	
C. W. Wallace	4
F. D. Spencer	1
A. D. Kiser	2 each
W. C. Pierce	
Canadian District,	
R. Archibald	7
R. Vincent	2
St. Louis Division,	
G. K. Leis	2 each
M. S. Krimm	
H. P. Reeds	1 each
I. A. Steger	
Omaha Division,	
C. M. Atwood	1
A. Brown	1 each
F. E. Byron	
Los Angeles Division,	
O. J. Kanchica	1 each
Texas Division,	
C. S. England	1 each
K. Miller	
Cincinnati Division,	
B. Ketchum	1
Leaders in Total New Agents, New Dealers and Other New Accounts.	
New England Division,	
W. J. Kelley	18
A. L. Berry	9

Canadian District,
O. Crocker,
G. E. Hooper

San Francisco Division,
S. W. Smith,
W. H. Lilley

Chicago Division,
C. S. Wheeler,
G. J. Manassa

Savannah Division,
A. D. Kiser,
I. D. Wilson

New England Division,
I. B. Wells,
R. F. Ketchum

Texas Division,
G. E. Cannon,
D. L. Price

Kansas City Division,
F. L. Brinson,
H. B. Sevier

Cleveland Division,
E. Hess,
D. E. Fisher

Minneapolis Division,
J. H. O'Neill,
T. M. Brude

Portland Division,
I. B. Murphy,
R. A. Carder

St. Louis Division,
G. E. L. Dyson,
R. W. Jay

Omaha Division,
E. F. Byron,
A. Brown

Cincinnati Division,
J. L. Penlery,
H. C. Jacobus

Central Atlantic Division,
W. H. Price,
W. H. Jarden, Jr

Divisions appear in the order of sale.

Leaders in Shelf Goods Sales.

Cleveland Division,
D. E. Fisher,
E. Hess

Chicago Division,
C. S. Wheeler,
W. F. Gallinger

Newark Division,
H. I. Schellow,
F. Soler

Canadian District,
J. J. Whalen,
C. A. Thomas

Central Atlantic Division,
W. H. Jarden, Jr.,
C. G. Fisher

Los Angeles Division,
G. I. Wre,
G. W. Burrell

Cincinnati Division,
B. I. Reynolds,
S. H. Robinson

Savannah Division,
A. D. Kiser,
W. C. Pierce

Texas Division,
J. J. Iwaddell,
G. E. Cannon

St. Louis Division,
G. E. L. Dyson,
M. S. Kimball

New England Division,
I. B. Wells,
R. F. Ketchum

San Francisco Division,
H. S. Thomson,
W. E. Carter

Kansas City Division,
F. L. Brinson,
W. G. Wiley

Minneapolis Division,
F. W. Denton,
O. Manassah

Omaha Division,
C. M. Atwood,
F. E. Shepherd

Portland Division,
R. A. Carder,
I. B. Murphy

Divisions appear in the order of sale

Leaders in Brighten-up Assortments.

Kansas City Division,
H. B. Sevier . . . 22
W. P. Clark . . . 8

New England Division,
I. B. Wells . . . 73
W. L. Kelley . . . 3

Cleveland Division,
J. A. Magill . . . 7
J. M. Benedict . . . 0

Minneapolis Division,
C. F. Bennett . . . 5
F. A. Randall . . . 1

San Francisco Division,
E. O'Day . . . 3
H. S. Thompson . . . 3

Newark Division,
G. S. Spettigue . . . 3
B. E. Longhorn . . . 2

Savannah Division,
F. D. Spencer . . . 3

Central Atlantic Division,
C. G. Fisher . . . 2

Cincinnati Division,
J. L. Pender . . . 2

St. Louis Division,
I. A. Stinger . . . 1
R. H. Shepherd . . . 1

Chicago Division,
W. F. Gallinger . . . 1

Los Angeles Division,
G. H. Wre . . . 1

Portland Division,
I. B. Murphy . . . 1

Omaha, Texas and Canadian Divisions not represented under this heading.