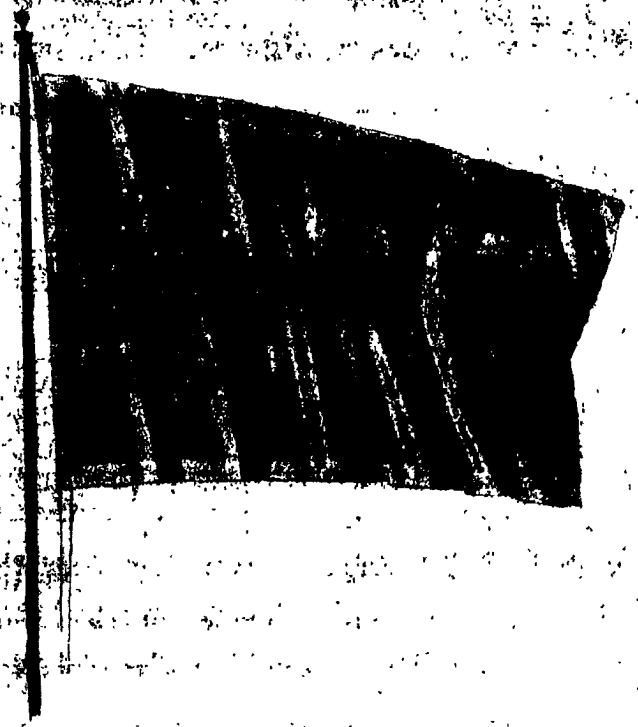
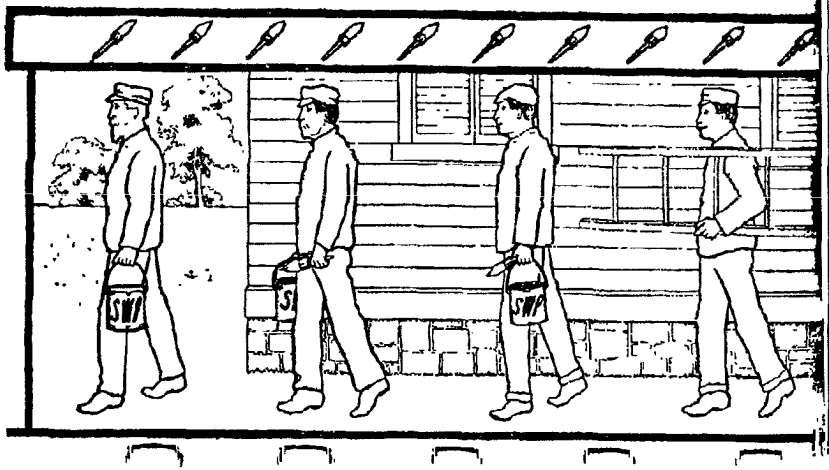
The Chameleon





Convention Number

November 1899

N23627

The Chameleon.

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THE SHERWIN-WILLIAMS CO.'S loyal staff.

VOL. II. NOVEMBER, 1899. No. 11

THE NEW CAMPAIGN.

BY the time this reaches our readers the work of our new business year will be well under way.

We have made an early start, and a start with a rush. No sooner was the work of our convention ended than all eagerly turned to their individual tasks, anxious to bring into play the new energy and enthusiasm resulting from the week spent so pleasantly and profitably together at headquarters.

A fortnight has not yet passed and already many new agents have been reported, new lines have been introduced, and all the news we get from our Divisions and the "road" is of a most encouraging nature. There is such a feeling of confidence, cheerfulness and eagerness surrounding our whole institution today that carries with it the assurance of success and gives us the courage and daring to push everything to the limit. This will be the year of our greatest effort. This will be the year of our greatest progress. This year we will give the trade of this continent a new exhibition of the growing strength and power of an organization founded on sound business principles and conducted by a broad and liberal policy. It will be an exhibition of what can be accomplished by a body of able business men working together as one man for one common purpose—the advancement of our Company.

The volume of business done so far in November is most gratifying. It shows a large gain over last year and a greater percentage over the gain on the whole year. We must make the most of these early months in the year. The foundation for the year's business is laid now and much depends upon the extent and thoroughness of our work during the next few months.

Let it be well done.



General Manager.

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THE 19th ANNUAL CONVENTION.

THE Nineteenth Annual Convention of The Sherwin-Williams Co. was a great success in every way.

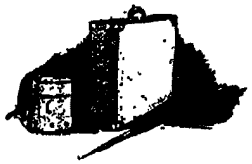
It was great in numbers, great in enthusiasm, great in interest, great in helpfulness, great in the work accomplished, great in enjoyment and great in lasting results.

It was the greatest convention the Company has ever held.

There were many causes to make it so. The greatest year in the history of the Company has just ended. No new year ever held greater promise than the one just beginning. Expansion was the energy-giving watchword all along the line. Twenty-one new salesmen, two new branch houses and new lines of goods showed this expansion to be a fact and not a name merely. And last, but perhaps first in giving success to the Convention, the representatives themselves took a more prominent, active part in the meetings than formerly and worked as a unit in making each session interesting and profitable.

Every man in attendance took something away from the convention that will help him during the year's work. This is true of the old men as well as the new, true of the men in the office as well as those on the road. New ideas, new facts and knowledge were there for all no less than new vigor, new earnestness, new enthusiasm and new hopes.

A complete history of the Convention with full reports of each session, the addresses, talks and discussions would do almost as much for those who were not at the meetings as the Convention itself. We wish for that reason that such a history were possible, but since it is not we shall do the best we can and still try not to lose any of the good the Convention holds for us all. Our history here must necessarily be brief. Many of things that were said and done will have to be omitted. It is our purpose, however, to give you the greater part of these at various times throughout the year and in various forms. For the present an outline of the work of the Convention with some account of the entertainments and a few of the addresses must suffice.



The Opening Session.

The Convention opened Monday morning, November 13th at 9:30. The place of meeting was the same as for the two years previous, on the fifth floor of the P. & A. Dep't building, where a room has been partitioned off for that purpose. Three tiers of seats were arranged in a semi-circle facing a platform and gave very comfortable accomodations: but another year at the present rate of growth must see the hall changed and enlarged. The room was bright with new paint, and until afternoon, when the new S.-W.Co. flags were added, the decorations consisted simply of the Stars and Stripes and the Union Jack.

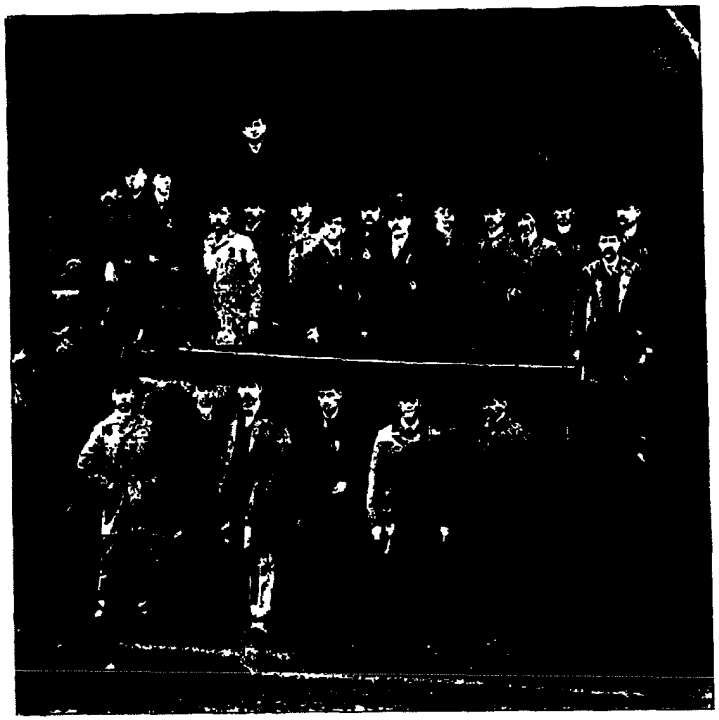
An informal reception was held before the roll call and then the business of the week began, Mr. Cottingham presiding. From that moment until the adjournment on Friday every man entered full-hearted into the spirit and work of the Convention. The key note of the week was sounded in the opening addresses. It is the key note of this new year, too, and so we print the addresses in full.

Mr. Cottingham's Welcome.

Gentlemen of The Sherwin-Williams Company. I have pleasure in welcoming you to this our Nineteenth Annual Convention.

We are glad to have you here at headquarters once more. To us on the inside these meetings grow more and more interesting, and more and more helpful. We look forward each year with increasing pleasure to this opportunity of sitting down with you to hear of and learn from your experiences, and also to discuss and advise with you regarding our plans for the future.

I believe the success—the magnificent success which has always attended our Company, is due in no small measure to our policy of consulting freely with all connected with us and getting their ideas and sug-



NEW SALESMEN OF THE SHERWIN-WILLIAMS CO.

1. A. E. Klippert.
2. Wm. B. Haight.
3. John McCormick.
4. Geo. P. Towns.
5. W. F. Gallinger.
6. John P. Greene.
7. J. P. Hommel.
8. B. B. Pinkerton.
9. R. Vincent.
10. Sidney W. Smith
11. J. R. Miller.
12. M. B. Roberts.
13. H. F. White.
14. W. W. Walton.
15. W. S. Fallis
16. L. B. Quinn.
17. Geo. Baillie.
19. C. H. Ricketts.
20. E. S. Dunnelly
21. J. W. Patterson

18 Walter H. Cottingham, General Manager.

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gestions for the best methods and plans of pushing forward the business.

You, gentlemen, can especially help us in this respect. You are the army in the field, fighting at the front, and see by personal observation our plans and schemes in actual operation and should be able to tell us where they are effective and where defective. You are well able to judge where we are strong and where we are weak. And we are as anxious, yes more anxious to know of our weakness than our strength. We are striving ceaselessly to make this business better and we want your aid and that of every one connected with the Company

I can see also by such a policy as this, great good that comes to all of us who take part in it, as well as the Company. It is bound to develop in us better business qualifications. It stimulates our efforts. It makes us more thoughtful, more thorough and more painstaking business men.

It is such a policy as this, where all are given a hand in the management and shaping the course of this great concern, that makes us united and makes our organization one of strength and vigor, enabling us to undertake and carry out successfully any enterprise we turn our hands to.

Last year when we met together we were able to look back on the greatest year in our history. At that time as we looked forward to the present year, it seemed no light task to surpass that good showing. However, we did not doubt our ability to do it and the new year was begun with an invincible determination to push ahead still further. I am gla[illegible] be able to tell you now that our aim has been accomplished and that the year just ended has broken all previous records.

It is true we have been favored by many natural advantages. We have had good times, which have brought a larger consumption of paint, but it is also true that every man connected with the Company has put forth his best efforts, has worked hard, faithfully and well for the interest of the Company. We have made the most of our opportunities and the Company thanks and appreciates all for this good service.

I congratulate you, gentlemen, specially for the large share you have had in bringing about these very satisfactory results. You have sustained and advanced your reputation and that of the Company.

It is pleasant and encouraging to look back on such a past as ours. Much can be gained from a careful study of it. But what we are chiefly concerned about in this meeting is the future.

Great pains and much care have been given to preparation for this year's business and I don't think anyone connected with the Company doubts our ability to make it overwhelmingly another record year.

Since last we met we have grown in every way. We have grown in experience, in resources and in numbers. We enter the new year better equipped than ever before.

It's The Sherwin-Williams Co.'s habit to progress, it's not our disposition to stand still or be satisfied. We are constantly striving to make our goods better and our methods more effective. Better value, improved system is what we study.

Standing then in this most advantagious position, with abounding prosperity around us, our opportunities

are greater today than ever, and it remains alone for us to make the most of them by throwing into our work all the vigor, all the energy we are capable of and when we meet again next year there will be no disappointment.

Before I close I want to make a few personal remarks. I cannot allow this opportunity to pass without expressing my thanks for the consideration and kindness I have experienced since I took up my new position here.

I can assure you it was not without considerable anxiety and regret that I left Montreal, where my business experience had been always of the most pleasant kind.

What I was anxious about was the support that I knew I must have to make headway in my work. For I well understood there was little I could individually do in a bussiness that has always been managed with such signal ability as this. I had hopes that with the assistance of all something further might be accomplished. I want to say, now, my anxiety was soon dispelled, and I wish to thankfully and gratefully acknowledge the many kindnesses and indulgent consideration which I have met on all sides. Already I am as contented in my work as ever I was and look forward with the greatest confidence to the future. I believe the career that lies before us will greatly outshine our past and even surpass the ambitious dreams of the founders of our Company. For we have about us all the elements that make for a large success. We have on one hand the sagacity and conservatism that comes with age and experience and on the other the courage and enthusiasm of youth. This is what insures for us a great and successful future.



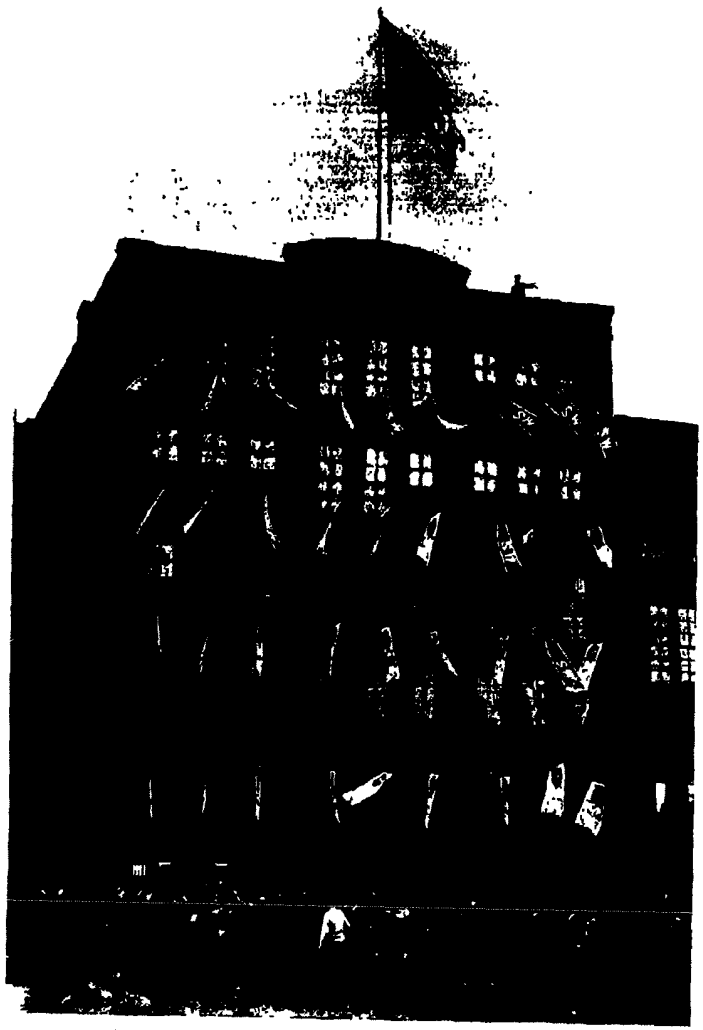
Mr. Sherwin's Welcome.

Whatever we may think of the value of these annual conventions, those of us who have been longest in the service look upon the social side with a great deal of interest as the years go by, and I believe that I never have had it in my heart to give such hearty welcome to you as today, and I only wish I could do the subject more justice, but I do welcome you and hope that this convention will be the most profitable you ever held. I congratulate you, veterans, on the part you have taken in the success of this past year in rolling up a larger business—as you have heard from the General Manager—than we ever enjoyed before.

I congratulate you, new men, in coming here at this time to mingle with those of experience. It is you that will gain probably more than many others here. I congratulate all of you on the outlook for the future, because, as has been said, we now can look forward to the coming year with very cheerful prospects of its being larger than we have ever had before.

There is at the present time growing over our own country and other civilized lands a great wave of business prosperity, remarkable in many ways, and we have often thought that it would be better if we could have a more even business throughout the year. We can do but little ourselves to help that, so what must we do but "make hay while the sun shines", do the best we can to make our business stronger, lay broad and deep foundations for the storms that may come, as they doubtless will, and let us have the quality of our goods, the best methods, and more than all the representation, such, that when the dull

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The Flag Raising In front of the General Office Building just after the shouting

times come, our ship will sail along as serenely as it has in the past and be able to withstand any commercial storm that may come upon it.

Mr. Williams' Welcome.

My thoughts this morning, as I look about me, seem to go backwards, because of the fact that now thirty years have passed since Mr. Sherwin and myself went into business together—it will be thirty years in about a month from now. I think of the various seasons that we have past through, the various labors that we have jointly undertaken and made a moderate success in, such success as you see today, and now the Company has something to look back to with a moderate degree of pride, in the fact that in all that time (I don't know as it has ever been mentioned before) there was but one year in which we did not meet with reasonable success.

I am confident that few concerns can carry through a business for that length of time with any better record. One year in thirty! There must be some reason for it. I think the reason is plain. It means earnest, faithful work on the part of all concerned, and the best methods, with those methods carried out in a way that meets with the approval of the parties whom we try to sell. We have made our mistakes—when we do we try to correct them. We have accomplished much, and placed ourselves at the present time probably at the head of the paint concerns in the world. I think it is not presuming too much to say that that is the truth. I think you all know it better than we do who remain at home.

Our success is due also, very largely, to the character of representation that we have had and such as we see before us today, and I firmly believe and know that that representation has constantly been improving in its character, and supplemented as it has been by constantly improving our manufactured product, we must necessarily lift up the character of the whole concern, until it becomes as today, equalled by none.

I am very, very glad to welcome you all here today. Mr. Sherwin and myself are about like some books you read of, "the first edition." Then you have read of what we call "past numbers" which can be either of value or not of very much value. We hope that we still retain some value and can show that we are of such to this Company; but we recognize this fact, that the personality which exists in the Company that is here today is going to inevitably, just as sure as the sun rises, push us out. Then we are going to be what you call "past numbers"—and that is the opportunity that you have, that is the opportunity that any young and vigorous and pushing element has if it can show its power. It can push us out and that is what we are waiting for—then we will be ready to step aside.

I thank you very much for your attention.

Launching the Varnish Business.

The first subject for consideration on the program was "Varnish," and inasmuch as the line is a new one with us and therefore of special interest to all, we print Mr. Cottingham's remarks in introducing the subject.

"I am sure," Mr. Cottingham said, "that it must be welcome information to most of you to know that the Company has decided to put a line of varnish on the market. It is something that the Company has had under contemplation for a



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long time and they have gone at it the way they have gone at everything else, in a very careful manner. It seems natural that The Sherwin-Williams Company should go into the varnish business, because we have long had experience in making varnishes for our own use, and another reason is that both Mr. Sherwin and Mr. Williams are old varnish men. Most of you know of the connection of The Sherwin-Williams Company with the Murphy Varnish Company not so many years ago. Mr. Sherwin took a special interest in the varnish business at that time and was Manager of the Cleveland factory, and has had the knowledge there, so that it seems very natural that he should wish to apply it to our own business.

"In Canada we have been making varnish and selling it to the trade for the past four years and we have had very, very encouraging success at it. That made me personally very anxious to see the Company go into the varnish business over here, because I have the greatest confidence in our goods and also owing to the added advantage of name and reputation like ours on the label, you may be sure that we shall have success from the start.

"I believe The Sherwin-Williams Varnishes are just as good as The Sherwin-Williams Paints."

Mr. Beardslee followed with a very thorough and interesting account of the varnish business as we have entered into it. He explained the natural growth that had led us to the point of putting varnishes on the market, described the method adopted in selecting the line we now make, the pains-taking comparison with other high grade varnishes. He also described the process of manufacturing varnish, showing how in every detail, as with our paint making, we strive to do a little better than anybody else.

The talk contained much practical information and will be printed in full in the December CHAMELEON together with some further points on our varnishes and illustrations of the plant.

Mr. Ballantyne, Mr. Klippert and Mr. Lacasse told of our varnish business in Canada and its success, bringing out many helpful points for the salesmen in the States.

The discussion of prices followed, but was left unfinished for further consideration later in the week.

The Dedication of the Flag.

At 11:30 the meeting adjourned to the front of the General Office building to dedicate The S.-W. Co. flag. The exercises were simple and more or less of a surprise to all, but so impressive as to be long remembered by everyone present.

A rope had been run from the ground to the flagstaff on the roof. Where it touched the ground the men grouped about Mr. Sherwin with the furled flag in his arms.

"The use of a flag, banner or standard," said Mr. Sherwin, "dates back through the ages so far we need not attempt to find its origin. We know it as an emblem of pride in what it represents, and it is an inspiration for great achievements.

"The famous banner of Constantine, surmounted by a cross of gold and jewels, bore the inscription, 'In hoc signo vinces'—In this sign shalt thou conquer.

"This would certainly be an appropriate motto for us today.

"Many of us know how our hearts thrilled with pride and pleasure when in a foreign land we chanced to see the flag of our own country. The subjects of our gracious Queen, in this assembly today, do not feel quite as much at home as when they are where their national flag floats over the public buildings, and we who boast of the 'Land of the free and the home of the brave,' feel a thrill of pride when we sing of our 'Star Spangled Banner.'

"So much for the old, now for the new.

"For two or three years the suggestion has been before us of a special flag for The S-W Co., but not until quite recently have we settled upon a design.



The Flag Raising Mr. Sherwin presenting the Flag to the Company.

"Today we hoist aloft and dedicate the standard flag of this Company, with the hope that we may prove as loyal to it as we are to the flags of the countries we represent, and also with the hope that under this banner we may go on 'conquering and to conquer,' until our colors shall literally 'cover the earth'."

When the President finished speaking the flag was hauled slowly up the four stories to its staff. At the same moment from every window in the General Offices and from every window in the P. & A. building smaller flags were unfurled and fastened to the sills. The effect was wonderfully well planned and carried out. It called forth all the S-W enthusiasm in the neighborhood, and the genuine burst of cheering that followed must be echoing still.

The light at that hour did not favor

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the photographer and the illustrations we have to show do not preserve the scene as we would have wished.

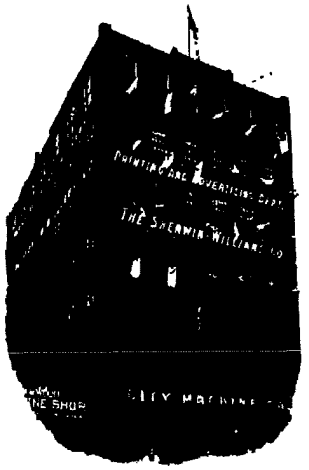
It would however be useless to try to describe or picture the ceremony truly. What you know of the S-W. enthusiasm can do that best.

The flag is a blue field in a white border. At the left is our Trade Mark in red, at the right the letters "S-W." in white. One of the flags has been sent to each Division and branch house.

After the flag raising the men divided into squads, and an inspection of the factory was made, each squad stopping for luncheon at the dining rooms. It was after 2 o'clock when the inspection was completed and at 2.30 the first afternoon session was called to order.

The First Afternoon Session.

S. W. P. was the subject for consideration. It was divided under three heads for the convenience of discussion, quality, its sale, its use and misuse.



The Flag Raising
The P. & A. building showing its colors

In considering quality Mr. Beardslee led the discussion with an interesting account of the recent improvements and developments in the manufacture of S. W. P. He also conducted some practical painting tests with S. W. P. against lead and oil and four well-known brands of paint.

Mr. A. W. Ballard, Mr. J. W. Barney, Mr. M. J. Sims, Mr. Jos. Lacasse and Mr. J. W. Ward gave informal talks on the "Quality of S. W. P. as compared with Lead and Oil." Throughout the talks discussion was free and lively; many splendid points were brought out, all of which were recorded and will in time appear in THE CHAMELEON in one form or another.

Mr. Ward's talk closed the session and the meeting adjourned, without any program for the evening, until Tuesday morning. The subject of S. W. P. was then taken up again.

Tuesday's Sessions.

The special subdivision first considered was the sale of S. W. P. Mr. E. S. Blanchard spoke on "How to convert a dealer who prefers to sell lead and oil." It developed into a most spirited and interesting discussion, Mr. Lewis taking the floor often. Many good arguments for combating the lead and oil dealer were brought out. There were new phases of the question for almost every one present—some point or argument that could be adopted as his own.

Mr. F. C. Harris spoke on "What advantages we have to offer over other prepared paints." His arguments were good and sound especially those used with a dealer handling a high grade paint.

Mr. H. E. Billau gave an informal talk on "Best methods of getting a new agent." Mr. J. H. Williams on "How to overcome low price arguments." At the close of the discussion a vote was called for on whether Lead and Oil is gaining ground over Prepared Paint. There were only five men in the meeting who seemed to think it was. The balance were emphatically of the opposite opinion.

Mr. C. S. Wheeler spoke on "How to meet the question of exchange of goods and consignment." It was the general opinion that with few exceptions the recent agreement of paint manufacturers against the exchange of paints is being held to and proving a very good thing.

Mr. G. S. Schell led discussion on "Who makes the best agent, and the importance of securing the best." The advantages of the hardware, drug and lumberman were taken up and thoroughly talked over. It would seem from the discussion that no single trade would make universally the best agency. In some localities the drug and lumber men would be preferable, though most territories seemed to favor the hardware dealer.

Mr. Alex. Sclater gave one of the best talks of the session on "How to keep agents interested and loyal." The important points in work with clerks were brought out by Mr. F. B. Hare, Mr. Thos. Madill and others.

The remainder of the session was taken up with a discussion on work with painters and decorators. Mr. J. H. Vance, Mr. Robert Johnson and Mr. E. E. Lewis, each giving very excellent accounts of the work from their standpoints.

At the opening of the afternoon session S. W. P. prices were taken up briefly and the situation regarding them carefully explained by Mr. Cottingham.

Mr. Geo. W. Ford then took up the subject of advertising. A revolving display of the year's new advertising features stood on the platform and with the aid of this Mr. Ford went through the advertising list for 1900, explaining the changes and additions, and describing the uses and purposes of the entirely new features.

The new advertising is an impressive array and was received with approval by all. This was especially true of the "E" circular which is this year better than ever and should prove our most effective paint seller.



The plan for writing up advertising orders has been changed considerable for this year and was very carefully explained by Mr. Ford and Mr. Cottingham.

Mr. J. W. Ward followed the general advertising discussion with a talk on "Advertising and how to use it." Mr. B. C. Kelson, Advertising Manager of the Canadian Division, spoke on "How an advertising order should be made out." Mr. L. J. Fasquelle gave a short talk on "Making an advertiser out of your agent."

Mr. Ben Ross proved by the examples he sited in his "Window Dressing" talk, that our educational work in this respect is bearing good fruit, and also that it is very possible for the representatives to push the good work along, if they only will.

Mr. Harry Dwight Smith spoke next on "The S. W. P. and what we hope to accomplish with it." When he finished Mr. Cottingham called for an expression on the value of "The S. W. P.," asking those to stand who believed we were getting results from it and desired to see it continued. Almost every man in the room stood up.

The meeting then adjourned.

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Wednesday's Sessions.

Wednesday morning the subject of S.W.P. was taken up again and its use and misuse considered. The discussion was placed in the hands of Mr. Beardslee, who gave a very able talk on complaints. He brought out very clearly the point that complaints on S.W.P. almost without exception can always be run to earth and found to be due to some entirely outside cause. He emphasized, too, the importance of sticking to every case until you have sifted it to the bottom and found the real cause.

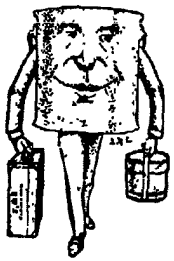
A very interesting general discussion followed and many of the good points brought out will make excellent articles for future use in THE CHAMELEON. Mr. Sims closed the discussion with a few words on complaints from the Factory standpoint.

The consideration of Varnish prices occupied the balance of the session.

In the afternoon the subject of Varnish was taken up again. The merits and possibilities of "Kopal"—the S.W.P. of our varnish line—were explained.

The general line of our products then came up for consideration. The paints were taken up in the order of the price list, Porch Floor Paint coming first. Special Interior Colors occupied the greater part of the time, however, and Special Floor Paint, Creosote and R. & B. Paint closed the session.

Thursday's Sessions.



The Marine and Street Railway Department opened the morning session on Thursday. Mr. E. M. Richardson taking charge. His talk was very interesting and brought out a great deal of profitable discussion. Copper Paint was given special consideration in addition to the general line of Marine goods.

The Railway Department was next on the program. The discussion was in charge of Mr. E. M. Williams and occupied the remainder of the morning. The subject was handled very thoroughly, each salesman being furnished with a type-written manuscript setting forth the uses of the Railway goods and their talking points.

Mr. W. B. Albright, Mr. J. H. Eames and Mr. Thos. Madill each spoke upon the Railway Department work and emphasized what had been said with regard to the possibilities in the Trade Sales Department for working small roads.

Thursday's afternoon session was devoted entirely to the Carriage and Manufacturers' Department. It proved one of the most interesting sessions of the meeting. Mr. C. F. Pratt went very carefully into the work of the department. Q. D. Coach Colors, the Perfect Method System and work with manufacturers, each in turn received thorough consideration.

An exhibit had been prepared showing a carriage in the various stages of the P. M. System. By referring to this the explanation of the system was made very clear.

Mr. L. B. Quinn scored one of the hits of the Convention with a talk on "Manufacturing trade and how to get it." Mr. Quinn is practically a new man, having been with the Company less than a year, yet he showed himself far from the novice that he modestly called himself.

In point of instructiveness it was practically the unanimous opinion that Thursday's sessions held the banner.

Friday's Sessions.

At the morning session on Friday the discussion of our general products was taken up where it was dropped Wednesday.

It was decided to put up Family Paint in quarter pint, ten-cent packages, an action that met with the heartiest approval of nearly every representative.

Handsome exhibits of Buggy Paint and Enamel Paint had been prepared and were shown during the discussion of these lines. A screen door painted with Screen Paint was also shown. The consideration of Oil Stain closed the session.

In the afternoon Liquid Filler was taken up first, after which came the paste goods, special paints and colors, etc., continuing through the price-list.

Under Dry Colors our new Dry Vermilion was discussed and the method of placing it on the market explained. This is the red for which we tried to get a name through THE CHAMELEON. None of the published suggestions was quite what was desired however, and the name "Carmenta" was finally decided upon. "Carmenta" is to be vigorously pushed by us and in a future issue our methods and plans will be fully explained.

Following the discussion of our goods the meeting was turned over to Mr. Fenn and the Accounts Department. Mr. Fenn's talk was full of good thought and explained beyond all question of misunderstanding our liberal policy in regard to credits. An interesting general discussion followed.

The business of the day and of the Convention closed with the discussion of a few items left over from former sessions.

Mr. Cottingham, Mr. E. P. Williams and Mr. Sherwin each made a few remarks at the end that so exactly summarize the nature of the work of the Convention they are printed in full:



Mr. Cottingham's Closing Address.

I want to say that it is with genuine regret that I see our meeting coming to a close, and I want to express to you my sincere thanks for the kindness in which you have received my humble efforts. It has done me a great deal of good, as it has always done, coming closely in contact with you.

I want to say a word in regard to our meeting in June, when we consider your suggestions for the next year. I think you can give us more suggestions and I hope that when it comes to May and we send out the suggestion blanks to you, that you will give the matter serious and thorough consideration. I assure you when you send them in they will have our best consideration. We look to you for the information that we are unable to get from the inside, and the fuller you can give it to us the better we will be able to direct the business from the inside.

I want to say that I have had an estimate made of the business we should do for the coming year. I asked each Manager to send in an estimate of the amount of business which he thinks we should do for the coming year. Our President and Vice-President think it higher than we can reach: but since this meeting I am firmly convinced that we will *exceed* that estimate. I am more and more impressed with the ability of the staff of representatives we have to sell goods. I will be very much disappointed if the estimate is not exceeded.

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Mr. E. P. Williams' Closing Address.

I have watched the proceedings of this convention with deep interest, and I have been impressed with one thing in particular.

During the years that I have been connected with this Company, and that is since it was born, we have had a great many conventions, all of them replete with interest of various kinds; but one thing in this convention has struck me more than any other. I have watched to see any sign of it, and there was hardly a breath. It is that, among this large aggregation of men that have been all over this country from North to South, East to West, they come back at the expiration of a year's time with scarcely a word of complaint in regard to the character of the goods we have made in the past year.

It means something, and what does it mean? It means that the able Superintendent and the Assistant Superintendent in our Manufacturing Department are entitled to a great deal more credit than I can voice in words; because, if you have found things as they are, it is due very largely to the care, attention, thought, the night work and day work that they are constantly putting into this business to the best of their ability. I think they are entitled to a great deal of credit, and I am very glad to hear you reciprocate in the way you have.

Mr. Sherwin's Closing Address.

I am very glad that Mr. Williams referred to this one thing particularly and so fully.

One other thing that I thought I would like to say to you that is a solemn fact and no compliment. I have come to these conventions, all of them, in the past, and never one where there has been so much earnest, honest and interested attention as in this one.

It means a great deal as I look upon it. It certainly means a larger and a better business than ever before; and I feel braced up on the estimate made by the General Manager in regard to the future. If I were to say more, it would be sentimental. I wish you a hearty God-speed for the year to come, and that you may come up a year from now with all the glory you can possibly ask for.

When Mr. Sherwin had finished speaking "Auld Lang Syne" was sung in chorus, and the Nineteenth Annual Convention came to a close.

The Smoker.

THE convention room threw off its business-like appearance Tuesday evening and gave itself up to pleasure entirely.



Like all the rest of the convention doings the Entertainment and Smoker was a decided success. There was not a dull or stupid moment in it from beginning to end. It was a rousing good time, an evening full of wholesome fun. And best of all, it was exclusively an S-W. affair. There was no "imported talent" to help out the entertaining. It was all our own, and could not have been improved in any respect whatever by outsiders.

A pre-arranged program was carried out, but for the most part it was simply to start the ball rolling and call out the talent of others. Mr. A. M. Parks began the entertainment with a series of S-W. stereopticon views. They consisted of a number of scenes in the various Divisions, portraits of the President and Vice-President, specimen large orders, etc., etc.

The views in themselves were excellent and well displayed. They were made doubly enjoyable, however, by a number of songs that accompanied them. Certain of the pictures had been made the subject of verses arranged to popular airs, and after a view had been thrown on the screen the words of the song it suggested followed, and everybody joined in. There was a great deal of impromptu humor scattered throughout and a great deal of genuine enthusiasm as well.

A short intermission followed the exhibition, at which time souvenir pipes were distributed, each pipe branded "The S. W. Co., 1899." The tobacco jars were half-gallon S.W.P. cans.

Pipes were filled and the program resumed. The first "turn" was a mandolin and guitar duet by I. M. Williams and B. F. White. "They took the house by storm" and were presented, after repeated and fruitless encores, with two gallons of S.I.C., a bladder of putty and a paint brush.

W. W. Walton sang a topical song to good effect and responded to an encore, after which the star "turn" of the evening was thrown in—literally so. This was an original tramp act by J. H. Vance. He came sprawling through the curtains back of the platform, arrayed in the greatest combination of old clothes, scrubby beard and S. W. P. paraphernalia ever dreamed of. His hat was a battered gallon S.W.P. pail with a black visor; he carried a quart S.W.P. can in place of the hobo's usual tomato-can "growler"; his cuffs were S. I. C. quarts, while the back of his coat was emblazoned with a large "Cover the Earth" design.

His monologue was as thoroughly S.W.P. as his make-up. It was full of good humored thrusts at the different men present, and made a hit from the first word to the last.



The numbers that followed were a song, "Because I Love You So," by John McCormick. A German song and sketch by J. W. Ward; an original S.W.P. poem by J. F. Hommel; rag time songs by Joseph P. Minetree, Jr.; song, "Leather Breeches," by E. P. Williams. Then a dozen or so volunteered with good stories, impromptu songs and some good old airs in which everybody sang the chorus.

As a fitting close "Auld Lang Syne" was sung. The hour was not late and every one went away with a desire for more, which is as high a compliment as can be paid an evening's entertainment, and a most desirable state of mind in which to send an audience away.



The Banquet.

WEDNESDAY evening's banquet was one of the most noteable events in the history of The Sherwin-Williams Co. It was also one of the most conspicuous events in Cleveland's commercial history.

It was an unusual gathering and will stand for a long time as a striking

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THE NINETEENTH ANNUAL CONVENTION.

From a flash light photograph taken in the Convention room the night of the Smoker.

example of business fellowship and fraternity.

It was a stronger welding of the links that join the Company management to the Company employees. It was an evidence of enthusiasm and unity of purpose all along the line, in every phase of the Company's work.

The banquet was held in the auditorium of the new Cleveland Chamber of Commerce building, the best and most appropriate place in the city. The hall is admirably suited for the purpose and lends itself to a most effective arrangement of tables. We regret not being able to show an illustration of it as it was the evening of the banquet, but the room is too large to make a flashlight photograph possible, and we did not succeed in getting a satisfactory daylight view.



The auditorium itself is a beautiful and artistic room and requires little extra decoration at any time. For our evening we strove for simple effects. On the heavy draperies at the back of the stage the United States and British flags were draped above two of our own flags. On either side and at the back of the stage palms and ferns were stacked. Around the room groups of the Company flag were placed at intervals, and at the back, high up on the wall, two of the larger flags were hung.

In front of the stage and parallel with it was the table at which the officers of the Company and the speakers sat. Radiating from this, so as to occupy the entire floor space, were nine other tables with seats for about forty persons at each one.

(Continued on page 279.)

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EDITORIAL

The Lesson of the Convention.

There is no one thing that will so surely show a man at his true valuation as the degree of earnestness with which he enters into his work. The same is true of any body of men assembled together for a purpose. They are worth nothing as a body if they are not earnest. They will accomplish their purpose and prove their right to have come together if they are earnest.

A stream cannot rise higher than its source. We get out of work just as much as we put into it of earnestness and sincere enthusiasm.

The lesson of our Convention, then, is one of earnestness. You could feel it in and through every phase of the week's work.

It was the spirit that controlled all the discussions and made the informal talks worth preserving and remembering.

It was what made long sessions seem short, and bad weather bearable.

It was what made the proceedings profitable to you and made you reluctant to see them come to a close.

It was what made the Convention a success.

It is what will carry you through the new year with the least friction and the best results.

The Bane of Afterthought.

Lack of forethought is responsible for three-fourths of the waste in business today. And that is a conservative estimate.

More time, energy and material are wasted every day because someone failed to look far enough ahead, failed to plan deliberately and anticipate the future than through all other causes put together. More changes involving serious loss are traceable to afterthought and hind-sight than to any other thing you can name.

Eliminate shortsightedness from your work and you'll far more than double your capacity. Shortsightedness means guess work, miscalculation and improvidence. It means doing over again and reconstructing what should have been done right in the first place and done but once. It means a dozen changes and retracings of steps every day. It means vacillating policies in business.

It is well to remember that "haste makes waste." It is better to be "slow but sure." Snap-judgment and impulsive actions seldom bring good results. Deliberation, careful calculation and caution seldom bring failure.

The man with a project of any kind, great or small, who plans with an eye to all the possibilities of the future, who tries to see which way the wind is going to blow and think up every emergency that may arise, is the greatest labor saving device of the age. But to every such man there are a hundred who play fast and loose, constantly running into things they had not bargained for and coming up with their everlasting afterthought to send them off upon an entirely different tack. They act before they are fully equipped to act, and do their thinking afterwards. They don't "look before they leap."

Better indecision and irresolution than blind judgment, even though you don't seem to display as keen a wit. It means time saved in the end.

Be beforehand with your afterthought.

Getting the Best of Monotony.

Yes, it is monotonous, doing the same work day after day, finishing at night, only to begin over again the next morning; with the same reports to make at the end of this month as were got out with so much care and pains last month, and the month before, and the month before that.

But such is life, and we do not "kick" about eating our dinner today because we have done the same thing every day since we can remember. The reason for this is that we have an appetite for our dinner, and take an interest in it.

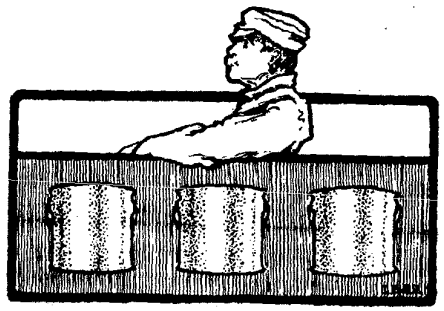
There are two things that redeem work from monotony—a high ideal, and a broad view. Work loses its sameness if there is a constant effort to improve, a desire to do each day more or better work than the day before. None of us can honestly say, "My work is perfect, there is no room for improvement." Mistakes occur, which may be avoided next time; methods which perhaps work "well enough," need to be made "just right." An ideal that is beyond actual present performance is possible for everyone.

In the second place, it does good to look beyond the details—the mere columns of figures and pages of entries for which we are responsible—and see our work in its relation to the entire system; to regard it as a link in the great chain which has at one end the barrels of oil and dry colors, and at the other end the neat packages of paint ready for use. Whatever our position, no information about any branch of the paint business is without its value for us: and an occasion to learn someone else's work, or see how a different department is conducted, should be regarded as an opportunity, not an imposition.

MONTREAL.

This issue of THE CHAMELEON comes out half a month late in order that it may contain the Convention report. It seemed better to do this than hold the matter over for the December issue, or to bring out a number while the salesmen were in Convention and therefore had less need of it.

The December CHAMELEON will be ready on the regular date of issue.



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BRUSH MARKS

Central Division Notes.

"Jack," the Chameleon Mr. Fenn brought from India, died Wednesday November 22nd. He had been growing weak for a number of days and was given a special cage in the sun with the hope of strengthening him, but without any success.

There was genuine sorrow when the news of his death spread, for the little fellow had made himself a prime favorite with us. Every precaution had been taken to make him comfortable and safe for the winter, but it is evidently impossible to get the chameleon acclimated to this country and it is feared that we may soon lose "Jill" as well.

Michigan has won first laurels with a new S. W. P. agent for over 100 gallons of S. W. P. and *three* $20.00 assortments of "Kopal." This is going to be one of the best specialties we have to push, and the special sample case will be found of great value in taking up the subject to advantage in interesting the trade. We believe that this is only the beginning and that orders will continue to come in freely for "Kopal" as well as for our other varnishes. This is good work. Who will hold the record for "Kopal?"

The campaign for 1900 begins in earnest now, and our salesmen are already in the field carrying with them a good stock of convention enthusiasm. More determined effort than ever before to offer each individual representative every possible aid will be made on the part of our inside staff. We want our old agents with us stronger than ever and we want every new agent it's possible to get. We'll help you go after them. Our line presents a stronger front than ever before and we have a new and more effective method of reaching the P. C.

It is with much regret that Mr. George P. Towns' name is transferred from our Central Division Trade Sales Staff to the Eastern Division. He has our best wishes for the best of success in his new field.

Mr. Clarence H. Ricketts, formerly chief clerk of our agents, The Whittaker-Mitchell Hardware Co., of Toledo, Ohio, will take up the Trade Sales work in Buffalo and Western New York. We hope that in joining The S-W. Co.'s ranks Mr. Ricketts will find his new duties pleasant, and we wish him abundant success.

We booked our first order for S.W.P. Primer on the 22nd, from the A. T. Osborn Co., Cleveland.

We received a call this month from a very progressive contractor and painter who made the statement that there was a saving of fully 15 per cent in using our goods by reason of the style of our package, referring particularly to the rim. This is a good talking point in taking up S.W.P. and other products with painters direct.

Mr. A. E. Schaefer has been made Assistant Manager of the C. & M. Department.

We received five little orders sent in by Mr. C. F. Pratt within five days aggregating 5,750 gallons of Perfect Method. This is the famous "Elastic System" which stretches into orders

of enormous proportion, the halt of which we have not yet seen. We congratulate the head of the C. & M. Department.

Western Division Notes.

Mr. Weare returned from the East the latter part of October, in good health. While at the convention the glare of the electric lights in the convention hall brought on the same trouble with his eyes from which he has formerly suffered. He left Cleveland on the ninth for New York where he intends to be treated. We trust he will soon be with us again.

The new territories recently outlined have at once brought us an increase in the office work. An addition was made to the clerical force the middle of October.

We received a call from Mr. Ballard October 26th. The "Judge" was in his usual good spirits, although he still suffers considerably from his recent accident, which was mentioned in the October "Brush Marks."

"Do It Now" signs recently received from the P. & A. Department appear in conspicuous places in and about the office and stock rooms.

Mr. Walton has made his headquarters at 1415 Cumberland St., Little Rock, Ark., where he has moved his family from Columbus, Ohio.

The new horse pavilion at the Stock Yards, mentioned last month, is almost completed, but as the structure is of steel and stone, Standard Depot Paint will not be used upon it again. We hope, however, that another of our products is to be specified for the work.

The opening of a branch house at Kansas City for the ensuing year will cause a reorganization to some extent in the present office force of this division. This is due to the fact that Mr. James G. Welland, at present our ball clerk, has been appointed to take charge of the office and shipping department at that point.

Mr. Welland was engaged as office boy January 21, 1895, and has served us in each capacity up to his present position. He richly deserves the confidence that has been placed in him, and all of his associates feel that the selection is well made.

Throughout his entire connection with us, his work has been distinguished by his attention to details and his ever present devotion to the interest of the Company.

May unlimited success attend him.

Mr. Sidney W. Smith, recently engaged to represent our Pacific Division, was married at Chicago on the 22nd inst. to Miss Katherine Ferris. They immediately departed for San Francisco, and will make their home at that place.

The S-W. pennant, used at the convention, now adorns the flag staff of the Chicago office.

The full complement of Western Division representatives arrived in Chicago Sunday night. All are well pleased with the results of the convention. On another page you can learn of their homeward ride of triumph.



The address of the Kansas City Depot is 1321 Union Ave. When every-

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thing is in shipshape we'll show you a photograph of our quarters.

Eastern Division Notes.

The New York house closed up the year 1899 with handsome general gains in sales and is consequently happy.



Messrs. Albright and Richardson came in from Hot Springs, Va., just prior to their departure for Cleveland.

We had a short but pleasant visit with Mr. E. P. Williams on the 9th inst.

Before departing for Cleveland Messrs. Schell and Soverel took a short trip over Mr. Soverel's new territory (*formerly* Mr. Schell's), and Mr. Soverel expressed himself as delighted with the trip and the "send off" the "Colonel" gave him. Later on Mr. Soverel will return the compliment.

Mr. Millspaugh was in for a little time before leaving for Cleveland. He is full of vigor and ready for "biz."

Mr. Soverel has secured a new S.W.P. agent—85 galls. for a starter. Mr. Millspaugh two new S. W. P. agents. Mr. Roberts one new S.W.P. agent in his new territory. May there be a hustle among the new men for new agents. Old representatives look out for your records, don't let the new men get what is called in journalism a "beat".

The following letter was received at the New York office in October and speaks for itself:

The Sherwin-Williams Co.,

397 Washington St., City.

Dear Friends:—My representative, Mr. Fred. J. Allen, has informed me that you have very kindly renewed your annual donation of five gallons prepared paint to our prison work as represented at Hope Hall.

I am very glad to report that our work is going well and that many men are today living lives of usefulness and respectability through the chance we have given them, and we look forward into the future with hope and encouragement, feeling that God's blessing rests upon our work.

Again thanking you, believe me, very truly yours,

MAUD B. BOOTH,
Prisoners' League Department, The American Volunteers.

Canadian Division Notes.

Our General Manager, Mr. W. H. Cottingham, spent Oct. 10th to 13th with us—his first visit since he was abroad. It seemed like old times to have Mr. Cottingham with us again, and we were all pleased to see him looking so well.

Mr. W. B. Wise arrived here on the 30th Oct. and left again on the 31st on his regular trip to visit the Carriage trade.

The following salesmen were in from their territories, and did not go out again until after the Convention: Messrs. F. C. Donnison, Jos. Lacasse, Robert Johnson, and R. C. Misson.

Business still keeps up well with us, and the last week of our year shows a good increase, which is a fitting close to the very handsome increase we have had in our business throughout the year.

Mr. Sclater was with us on the 24th and 25th October, saying good-bye to his friends and co-workers in the Canadian Division. Although sorry to see him go, every one connected with the Canadian Division gave him heartiest good wishes for his success in the Pacific Division.

We have engaged two new salesmen, Mr. W. S. Fallis, who will take charge of Mr. Sclater's old territory No. 44, and Mr. R. Vincent, a son-in-law of Mr. Lacasse's, who will take charge of part of Mr. Lacasse's territory in the Province of Quebec, which has grown too large for him to look after.

Mr. E. R. Whitehead, our Assistant Cashier, we regret to state, has decided to accept a position with the Fairbanks Co. and will be leaving us the end of November. THE CHAMELEON wishes him every success in his new position.

Two of our men are leaving with the Canadian contingent for South Africa: Pte. W. Wilken, "C" company, 5th Royal Scots, and Bombardier J. F. Gorman, Montreal Field Battery.

When they were leaving, they were briefly addressed by Mr. Ballantyne, who commended them for their patriotism and loyalty to Great Britain, and informed them that he was pleased to know the Canadian Division of the Company could send such well-drilled volunteers for the defence of the flag which all hold so dear.

We are pleased to report the marriage of another of our men, Mr. Joseph H. Hawkins, foreman of our Packing Department, who was married on Wednesday, Nov. 1st. The evening before all the employees gathered together and in their presence he was presented with a table from the Company and a purse from the employees.

New England Division Notes.

How the "Hub" is humming. Our first week's gain of the new year was 198 per cent.;

One of the largest M. P's in Worcester, and a good customer of ours, advises us that our Liquid Filler is the best they have ever used.

S. W. P. does cover most, no question about that, for on three recent jobs figured on the basis of 300 sq. ft. two coats to a gallon, in each case less paint was used than anticipated, and the results were that our customers are singing the praises of S. W. P. louder than ever.

On January first our offices will be moved to larger and better quarters at 180 Purchase Street. There is *work* ahead of us.

On the evening of November 7th the first annual banquet of the New England Division of The S-W. Co. was held at the Quincy House. It was a rousing good time and a most entertaining evening for us all.

Cleveland Plant Visitors.

Oct. 13th. Mr. Theo. Pennell, S. W. P. agent at Van Wert, O.

Oct. 14th. C. Osborn, W. H. Harris and R. D. Gibson with the L. S. & M. S. R'y.

Oct. 16th. W. J. Crawford with A. Peacock & Co., Mantles, Doors and Glass, Cleveland, and A. C. Echert, Cleveland Punch & Shear Works.

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Oct. 17th. C. P. Roak, Norwalk, O. and M. L. Becker, T. S. & M. S. car shops.

Nov. 1st. Very Rev. C. D. Williams, Dean Trinity Cathedral, Cleveland, accompanied by Miss Harriet A. Keyser, Editor "Hammer and Pen." 281 4th Avenue, New York.

Nov. 3rd. Mr. Grund, of Thomas & Grund, S. W. P. agents at Fremont, Ohio.

Nov. 24th. Mr. Geo. B. Heckel, Editor "Drugs, Oils and Paints." Philadelphia. He was especially impressed with the size of our plant and said of the varnish factories, "They are the gem of the whole outfit."

It is a curious coincidence that the printing orders in our P. & A. Department for the year 1896-97 and the year just ended, 1898-99, were identically the same in number, 4294 orders each year. For those who believe in signs this portends something. We'll be glad to know what.

Some Echoes of the Advance in Price.

When prices were first advanced Mr. Fasquelle reported that A. N. Patriarche & Co., Marlette, Mich., protested vigorously. The office wrote a letter of explanation and encouragement some little time later and received a postal in reply on Oct. 28. The top of the card, below the date read, "It's a good thing, push it along—S. W. P." The card itself read as follows:

"Gentlemen: In reply to yours of 25th will state that everything is satisfactory. We are now moving into new and larger quarters on Main St. and as soon as we shelve our goods we intend to sort up your line. No more time now. Respectfully.

"PATRIARCHE."

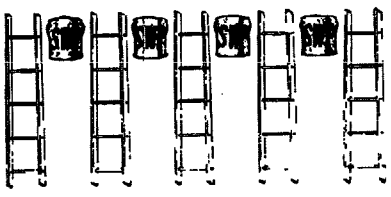
Mr. Haight called on A. L. Roach & Son, our agent at Athens, O., the last of October and secured an S. W. P. order. His report from there read, "They are good live agents. Report to me that they have sold more paint since the advance than they did before, and are well satisfied."

Mr. W. H. Roberts wrote the Western Division as follows on Oct. 6th:

"I have now with the exception of two towns completed my trip.

"I have noted carefully the effect of the advance upon my trade, and now wish to be placed on record as saying that I *do not believe I will lose a single customer* by reason of the advance.

"This is an agreeable surprise to me, as I have expected much opposition, but have found that a little straight talk settled the case to the customer's entire satisfaction."



The Banquet.

(Continued from page 274.)

Covers were laid for four hundred.

The tables were decorated tastefully and abundantly with cut flowers and ferns. At each plate were the souvenir menu card, a souvenir badge and a carnation. As one entered the room the effect was unusually pleasing. There was a certain combination of elegance and simplicity that no description can exactly express although it comes so vividly before one when the scene is recalled.

At eight o'clock the orchestra on the stage played a march and the



The Cleveland Chamber of Comme
Banquet was h

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After the banquet *proper* every one joined in singing "Expansion," the convention song that had been written to the tune of "Marching Through Georgia." Mr. H. A. Sherwin then spoke and in turn introduced Rev. Dr. H. C. Haydn, Pastor of the First Presbyterian Church of this city, Mr. J. G. W. Cowles, Ex-President of the Cleveland Chamber of Commerce and one of the most prominent men in the city, Hon. James R. Garfield, son of the late EX-President Garfield and General Manager Cottingham. The addresses made by these gentlemen were received with the most hearty approval and did much to make the evening the great success it was. We print the addresses in full.

After the addresses Treasurer S. P. Fenn gave a stereoptic on lecture which he called "Snap Shots Following the Sun." The views shown were almost entirely from snap shots he took himself during his recent trip around the world and proved both entertaining and instructive. It rounded out a full S-W. Co. evening in splendid style.

Before separating "Auld Lang Syne" was sung and we took with us, when we finally reluctantly left, a spirit of good cheer and fraternity that will last through all the year and permeate every day's work.

Mr. Sherwin's Address.

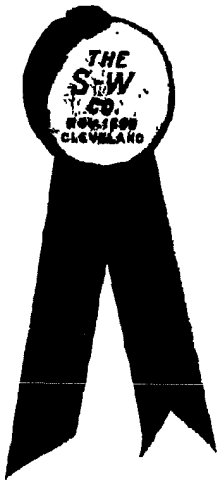
Ladies and gentlemen, fellow employees of The Sherwin-Williams Company:

It gives me great pleasure to welcome so many of our number here tonight, and while we congratulate ourselves on this happy occasion, we remember with regret others of our Company in Chicago, New York, Montreal, Boston and Toronto, who are not sharing this privilege, but are detained at their posts of duty.

This week there is in session in Cleveland, the nineteenth annual convention of managers and representatives of our Company. These gentlemen, who do the outside work, and on whom we so largely depend for the orders which keep our factories running, are gathered here from all parts of the United States and Canada.

They come to spend a few days with us each year, to get the latest information regarding goods and methods, to exchange experiences, and better than all, to get the inspiration that comes by meeting office and factory employees, as we have met here tonight.

I wish to remind you that we are a commercial body, and it is very appropriate that we meet in this hall of the Chamber of Commerce, and yet the gathering of so many employees of one company is so unusual, it raises an inquiry in the minds of some as to



The Banquet Souvenir Badge.

what the motive may be and the reason for such things.

I am glad to answer such questions.

The managers of this Company believe in humanity and justice to all, and especially, fair treatment of employees. We believe that might does not make right, but that right is always right, and is as often with the weak as with the strong. We believe there need be no great gulf between employer and employee, that all our interests are the same, so we gladly share in all that makes our work a pleasure, as we share in the burdens. That is one reason we are here tonight.

Further than this, we also believe that all who labor, whether with hands or with the brain, do their best when well housed, well fed, and in short, when treated fairly and liberally. Such people make better goods in the factory, do better work in the office, and in every department, good health, good cheer and good fellowship are so large an element in the attainment of business success, they are well worth all they cost.

Dr. H. C. Haydn's Address.

Mr. President, ladies and gentlemen: I feel highly honored in being permitted to share such an occassion as this. Your President has referred to me as being an outsider, but I am sure I should be most happy to be taken into the Company, but I'm not altogether certain that I would be wanted.

It is a joy to me to hear the words of the President of the Company and to witness the cordial and brotherly relations existing between the corporation and its employees. Here is realized in fact, what it is often said can not be done at all. It is not enough to make a living—we need to live—to live and let live, and that is what this Company intends for you all. These gentlemen mean to respect you and to have you respect yourselves, to have fellowship in your service and realize the spirit of brotherhood.

We have been going far afield to find this. Men have been up here from Dayton telling us of how it is done there. And I have pigeonholed accounts of co-operation beautifully carried out here and there, which give hope of a better day coming, but here, figuratively speaking, right under my nose, an object lesson has been given of this delightful reciprocity.

I am inclined to have a grievance. I have known your President and Vice-President for more than twenty-five years, and your Treasurer has, so to speak, been my right hand man quite as long as that, and yet never a word have I heard of the inside of a business, well enough known on the outside. How much more of this sort of thing have we right here in Cleveland? Who will say?

I am charged, since sitting down with you, if anything was said here, that the Company did not wish any glorification of itself. Well, it doesn't need to be glorified, it glorifies itself in what is obvious to us all and the real secret of this occasion.

But is not this a little ambitious this song you have just sung, wherein you propose to "cover all creation"? Don't paint it all over: leave the skies blue, the sea green: but the spirit of brotherhood, justice and fair play illustrated, you are welcome to take to the Transvaal, for example, and to the Philippines, and all over the world, and the sooner the better.

And then you say, too, "there will be no setting sun." Now perhaps that is going a little too far, for if there is no setting sun there will be no

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rising sun—no sun at all, and if you undertake to obliterate the sun entirely I'm afraid we'll have to raise a slight objection. You must leave us the light of day.

I thank you, Mr. President, for this privilege of speaking, and all of you for your kind attention.

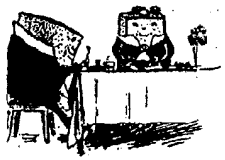
Mr. J. G. W. Cowles' Address.

I am fully convinced that this is a happy family. I think this occasion is just fine, fine as silk, and what is better, fine as The Sherwin-Williams Paint. I sympathize with Dr. Haydn's expression that he would like very well to be taken into the Company, and I am very thankful to my friend the President, for inviting me to be here to be one of your associates tonight.

I have looked out upon many gatherings of men, and also upon gatherings where ladies and gentlemen were together, but I have hardly ever seen a finer looking company of ladies or a finer and nobler company of men than are here together upon this occasion tonight. One thing I am sure of, from your looks you don't need to use what you make, on your faces. (Applause.) I think you look handsome.

I was reminded of election time when you were swinging your flags, shouting and cheering for your President and your Company, and I think that if Mr. Sherwin was a candidate for something, he would run in Cuyahoga County as well as Sam Jones did.

There is another thing that comes to my mind in the midst of you all here tonight, which is this, that you could not be as apparently happy here tonight if you were not happy. Because happiness is not a spasm to last a few minutes—if it is, it is simply a kind of nervous passion that you had better get rid of. A real happy man or woman is a man or women, be he workman or workwoman or whatever may be his employment or occupation, who is happy all the time, and there is a quality, a tone and a ring in your enthusiasm here tonight which convinces me that you are happy at your work; and that is a happy man who can have pleasure in his occupation. No man can live contentedly, cheerfully and happily if he is grumbling about his employment and if he is discontented over his position, if he considers his work drudgery. If he puts muscle into his work, (and muscle I think is understood as enthusiasm) into his daily employment, daily toil, then he has conquered life and has a standing way up above the things of earth. A man, no matter what his work may be, may be an artist if he has the motive. The artisan and the artist are not far apart when they have the motive in them to do good work, to do the thing they have to do just now, however small it may appear to be in itself, to do it well and to do it the best it can be done. That is what dignifies labor and makes work, of whatever kind, whether in the office over the books or in the shop over the mixing or the coloring of the paint, much easier, and opens a new field for the distribution of your product and the sale of it to all the world; whatever it be, if that be the motive of it you will enjoy it, you will be happy in it and you will be successful in it. The success of this Company proves that there is a spirit of contentedness and happiness at your daily toil. As I stood here an idea came into my mind that it would be a delightful spectacle to see for instance, not The Sherwin-Williams Company, president, officers and employees, together here but I would like to get into this room with the president, managers and employees of the Big Consolidated Street Ry. Co., or the Little Consolidated. I would like to see the Street Ry. people get together and be just as happy as you are now. They can be if they work on the same principle and that is the principle that I have been expressing, that you should put your heart into your work, put your life into your work, enjoy what you are doing, do it from a high motive, the motive of success in that particular thing which you are called upon to do.

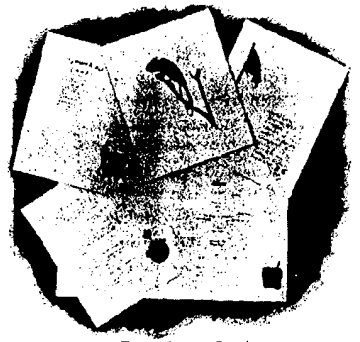


I thank you for your courtesy and for the pleasure it affords me to be here this evening.

Hon. Jas. R. Garfield's Address.

It occurred to me while listening to what was said by Dr. Hayden about "The setting of the sun" that he probably did not read these lines quite carefully enough because, judging from the enthusiasm here tonight, the color of the earth would be bright enough to do away with the sunshine.

These flags that you have here tonight also suggest something more than "Sherwin-Williams"—it seems to me that "Sure-Winner" would be more like it. But seriously it has given me great pleasure to be here tonight and have an opportunity of knowing more about the working of this institution that is within the midst of our people here in Cleveland. Surely there has never been an assembly in this hall that more nearly fills the duties that this hall was sought to fill. As your President has well said it is a meeting of those who are interested in commerce and in commercial working, toward one end, seeking one great good not only in the gaining of more of what we ordinarily term wealth, but better than that the gaining of good



The Menu Card.

womanhood and manhood that makes life worth living, and at the end of this century where so much has been done along the line of industrial progress, you by your acts here have shown more of true civilization, true womanhood and true manhood than has been taught in many other ways. It shows this, that the kind of work where cooperation comes in, where similarity of desire and hope are together, there the greatest possible good can come to the greatest number. It shows further than this that these social problems, these difficulties that are mixed with social problems can not be settled until we come down to the individual. The woman and the man who work together from their own point of view can not expect to succeed, but going on the other side and taking the point of view from those with whom they are working, such work promotes progress, such work also promotes discontent, but when discontent grows to constructive discontent, then society will have the benefit and that can be done only by the united effort of such women and men as are here tonight, working together hand in hand. These things I know are in the thoughts of every fair-minded citizen, every man who

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has at heart the best interest of those who are with him, those who are not led away by the fever of the moment, by the excitement of the day, but are rather trying to solve these great problems that humanity must solve.

I know that your President does not care to have anything said about the work that he and those who are with him have done, and which was started many years ago, but I feel that it is not wise and not right that the public at large should not know what has been going on and what I have seen here tonight shows the result of this kind of work. Its impression is felt not only here today, but years after more will follow in the same course, because the course is right, and because that course brings what we all desire, progress and advancement, and brings us closer together. That is what we need. As long as we are apart, trouble will ensue—the moment we get on a common ground, that very moment we will throw aside destructive discontent and grow abler and better from the benefits derived from constructive discontent.

I thank you Mr. President for allowing me to come here tonight.

Mr. Cottingham's Address.

Ladies and gentlemen and fellow workers: I won't detain you long because I know that there is an entertainment coming which you must all be looking forward to with much pleasure.

I am glad, however, of this opportunity, the first I have had, of meeting you all together, since I was appointed to my present position, to say that it will be my earnest endeavor to carry on the policy, the broad and liberal policy, which has always been a part of The Sherwin-Williams organization.

I am in entire sympathy and accord with the well-known sentiments and principles of our worthy President, and it will be my particular aim to follow in his lead. I am proud to take him as my pattern and example.

In these days we hear a great deal about trusts, combinations and consolidations, but I am glad to be able to tell you that this Company does not take stock in anything of that kind. Our Company has been more than once approached by gentlemen interested in such schemes, but I am glad to be able to tell you that our officers and directors did not hesitate a moment to turn a deaf ear to such entreaties. We think we are a combination and consolidation within ourselves, capable of holding our own and making ourselves entirely independent of any other combination or consolidation that could be brought against us.

On the other hand, I like to think of our business as a trust, not a trust for shutting out competition and shutting up factories, but a trust for our people, for their benefit and improvement, as well as our own. I like to think of our business as a combination, not a combination to fix and advance prices, but a combination of skill, ability, enterprise and push. I like to think of our business as a consolidation, not a consolidation of outside interest to lower expenses and reduce the staff, but a consolidation of inside interests, of mutual helpfulness among ourselves.

The Sherwin-Williams Company stands out more prominently today than ever before, as the greatest concern of the kind on earth. (Applause.) Since I came to Cleveland I have many times asked myself the question, what is it—what one thing more than another has brought about the great success of this Company? I think that Mr. Cowles stated it correctly when he said that The Sherwin-Williams Company did *well* whatever they did. I know that that has been our great effort. Whether it is printing a label or building a factory, it has always been the desire and the aim of the Company to do whatever we do better than anybody else or better than it has ever been done before. It is this striving for excellence that has given us such an enviable reputation and placed our goods and our Company in the very first rank in the world. This has led me to believe that after all the talent of success is nothing more than doing whatever we do well and doing *well* whatever we do.

I sincerely thank you all for the very kind and hearty co-operation you have given to me since I took up my position here. I assure you it has been most encouraging to me and I thank you most sincerely for it.

Convention "Brush Marks".

IT WAS an "off week" with the photographers. Everything they tried to do for us was more or less of a failure. Three of the best men in town were at the work, but out of all the photographs they took only a few were worth reproducing. The large group taken Friday noon was our greatest disappointment. We made an attempt to put its best side foremost and reproduce it, but it is really beyond all hope. The flash-light at the Smoker is fairly good and copies of it will be sent all salesmen.

It had been the intention to attend the theatre Friday evening in a body. Tickets had been purchased for Mrs. Leslie Carter in "Zaza," but the engagement was canceled on account of Mrs. Carter's illness, and other plans had to be made. Part of the men accepted the invitation of the Company and went to see "The Telephone Girl" at one of the other theatres, but it was by no means so large a party nor so enjoyable an affair as had been planned.

The inspection of the factory on the first day of the Convention was full of lively interest for both old men and new. The year's progress and improvements are always more apparent to those who have been away throughout the gradual growth than to us who watch every step. It is good to see things through their eyes.

At the close of the Convention Mr. Cottingham presented each of the sales-managers with a Trade Mark watch charm, in which the chameleon and pallet in silver is mounted on a heavy gold base. The rims of colors surrounding the pallet is brought out in colored enamels. The initials of the owner and the donor, and the date are engraved on the back. The gifts were made to commemorate the splendid gains of the year just ended.

The "eaves-droppers" who hung about the Hollenden Hotel corridors and sought seats at the table with our men can scarcely hope to make a success of the paint business with principles that allow such tactics. They would better take more pains to study our honest methods and conduct and less to ferret out things that

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