

TEACHES SYSTEM TO "THE SYSTEM"

Mary Shapiro, the Remarkable Business Housekeeper of Wall Street.

ITS EFFICIENCY ENGINEER

She Tells Employers How to Minimize Their Office Expenses and Get Better Results—Some Unique Employments.

By RICHARD SPILLANE.

Wall street has something entirely new, a business housekeeper. She calls herself a visiting secretary, but visiting or business housekeeper more nearly defines her work. In the home of "The System" she is teaching system. She is a scientific office woman. When a firm or a corporation finds its office force does not work well, or that expenses are out of all proportion to the results achieved, she straightens things out. What the efficiency engineer who goes into a factory and, after careful study, reports to the manufacturer what must be done to check waste, she does for the banker, the broker, the lawyer and the mining man. No job is too big for her, and no job too small. She has been in Wall street long enough to know its needs and has had experience enough to know how to meet those needs.

The business housekeeper is Mary Z. Shapiro. She went to the street when she was a slip of a girl. She is less than thirty now, but she says it seems as if she has been in the financial district for ages. Most of the stenographers down town or up town are most happy when they have the least to do. They chatter and gossip and watch the clock rather than think of ways and means by which they may serve their employers or improve

merce and accounts and finance with the deepest interest. She has a wonderfully acute mind. The study fascinated her. When she was graduated she had learned as much as her teachers could impart to her.

She wanted to be thorough so she was not content to work in only one branch of Wall street's business. She took various employments simply with the idea of getting experience and knowledge. She worked for a banker and she worked for a broker; then she worked for a lawyer, then she worked for a mining man.

Too Good for Clerkship.

A clever young woman learns faster than a clever young man, and has a better grasp of detail. The men Miss Shapiro worked for were delighted with her services. They would have been happy to have retained her as a clerk. But she did not wish to remain a clerk. She had a finer mind than some of the men she worked for, and a better grasp of business. She thought she might aspire to some official position, like secretary or assistant secretary to a corporation. She knew she had executive ability, and with her skill at accounts and her fine grasp of correspondence and general business she knew she could give good service. Men who knew her capabilities praised her highly, and declared she was one of the brightest young women they ever had found in the business field.

Praise is very pleasant, but when there was a vacancy in a secretarial position, and Miss Shapiro applied for it, those who had the awarding of the position hemmed and hawed. They would like to give it to her, they acknowledged, but it never would do. They had to have a man, they said. To have a woman in an official position would be unconventional. Business is bound by convention. Some day it may be different, but that day is still distant.

Became Efficiency Engineer.

Miss Shapiro had hopes of attaining her ambition after a while, but as time went on and she saw no change, she began to think of other ways and means of improving her condition. She kept her eyes open all the while. She studied offices and she studied business. She saw a lot of waste and she

ject, or has been close to it too long to see it in the proper light. One big broker who employed Miss Shapiro acknowledged that his expenses were altogether too large, but he could not see for the life of him how he could reduce them. Miss Shapiro looked over his books and studied his case for a day. Then she startled him by an explanation so simple that he almost was ashamed of himself. The broker had offices large enough for a concern that did twice or three times the business. His lease was about to expire. She pointed out how, by a rearrangement, he would have plenty of room with half the space. She consolidated the work of some of the clerks, readjusted the whole establishment, and got her pay. One day of study on her part meant the saving of several thousands of dollars a year to that broker. Not only that, but it brought about a better constitution in the whole establishment. The broker thinks she is a wonder.

Sample of Her Work.

A very rich and good man of Wall street sent for her. He could not understand why it was he never could get the service out of his clerks that other men seemed to get. He paid them well and showed every consideration for them, yet, somehow, they lagged in their duties. The man is very charitable. When appeals are made to him to aid he wants to be sure that what money he gives is well bestowed. His employees have a great affection for him and do their best to please him.

Miss Shapiro studied this office and then surprised the kindly gentleman by telling him that the trouble was with him.

"You send this clerk and that clerk out," she said, "to investigate cases of charity, and you disorganize your office force by your interference with their work."

Then she gave a list of the number of hours this clerk and that clerk had been absent. The number of hours the clerk had been absent did not measure the real extent of the interference in the office routine. Four hours' absence in one day sometimes meant the actual loss of the whole day's service of that particular worker, and incidentally it tied up the work of other clerks whose duties were dependent upon that particular person. Usually the person sent on the philanthropic errand had the direction of several other clerks and they were idle by reason of his absence. The kindly gentleman frowned and said he did not see how to remedy the trouble. He knows now. Miss Shapiro has taken over a large part of the work connected with the charity cases.

A lawyer with a big office staff had been subjected to no end of embarrassment. He never seemed able to have things done to his satisfaction. He paid out a lot of money, but it was no use. It did not take Miss Shapiro long to find the answer. It was cheap help. The lawyer had a chronic objection to paying decent wages. He had a lot of incompetents, and paid more for them than he would for a smaller number of employees who would do his work in first class shape. It was not pleasant for him to be informed of the truth, but Miss Shapiro had been in lawyers' offices long enough to make him understand how far below the average his employees were in grade and he commissioned her to reorganize his force. He has a good office staff now. It costs less than the old one and he is getting excellent service. He is cured of the idea that what is cheap is profitable.

Elimination of Waste.

These cases are merely typical. Occasionally the trouble in an office is due to a well-intentioned but poorly-qualified managing clerk. Miss Shapiro studies each case just as a scientist studies a subject. The symptoms of disorder in an office are as apparent to her as the symptoms of an ailing person who comes before a physician for examination. Once the trouble is located, there is no difficulty in applying the remedy. One of her greatest values is in the elimination of waste. She knows pretty well what supplies an office should use, whether it be a bank, brokerage house, a lawyer's office or a mining engineer's. She knows, too, the costs of supplies. When she goes over the accounts it does not take her long to tell if too much money is being spent, and what would be a reasonable amount to expend.

The range of her work is remarkable. Some of her employments are unique. She has a sort of emergency clearing house. In some small establishments the whole office is thrown out of gear if the one stenographer or the one clerk employed is ill. Miss Shapiro is prepared on a moment's notice to supply a stenographer trained in legal work for a lawyer, or one trained in brokerage business to a broker, or one trained in mining affairs to a miner. It is the same, too, in regard to a clerk.

As the business housekeeper of Wall street it would seem that she would have plenty to do. But it is the busy person who always has time to do something additional. With all the calls she has upon her time in the financial district she, somehow, finds opportunity, not only to act as secretary of the Federation Settlement house, but to take part in the activities of that great institution.

Usually the highly capable business woman is sharp-featured, crabbed in manner and dowdy in dress. Miss Shapiro is feminine to her finger tips, wonderfully attractive in feature and, in addition, is one of the best dressed women down town.

New eyes are better than old. Sometimes a person is too close to an ob-

INTERNATIONAL SUNDAY SCHOOL LESSON

(By E. O. SELLERS, Director Sunday School Course, Moody Bible Institute, Chicago.)

LESSON FOR OCTOBER 4

CHRIST ANOINTED FOR BURIAL.

LESSON TEXT—Mark 14:1-11. GOLDEN TEXT—She hath done what she could. Mark 14:8.

Event crowds fast upon event during this the world's most tragic week. Two days before the passover occurred, the chief priests and other leaders entered a conspiracy how to rid themselves of this troublesome Nazarene. This plot mentioned in the first two verses of the lesson probably occurred four days later than the anointing. Note the separating paragraph mark; also look up carefully a good harmony of the Gospels. Following the Olivet discourse Jesus said to his disciples, "In two days the passover." At that very time Judas was scheming with the rulers for his arrest. John, in his Gospel, tells us that the feast was six days before, and that it was in connection with this that Judas had left the company to go to the priests.

Judas Iscariot was angry at our Lord and this incident led immediately to the betrayal. Nowhere else in all history is there a blacker picture of the human heart or the length of iniquity to which it will go. Everything at this hour is electric and strange. Events rapidly converge towards the cross. For that, grace has been planning and sin is plotting.

Amazed the Disciples.

I. Mary Criticized, vv. 3-5. Jesus had his inner circle of friends and his favorite places of abode and none was evidently more precious than that home of Mary, Martha and Lazarus. In this supreme hour Jesus came to this home to bring it a confirmation of faith and some further spiritual gift. From that time of Peter's confession, several months previous, the Lord has constantly reaffirmed his statement then made, that he must go to Jerusalem, die, and be raised the third day. This teaching amazed the disciples and filled them with fear. Jesus did not, however, awaken faith and then quench it with fear, or allow it to languish and die, John 4:46, 54. Now as the darkest hour approaches there appeared this one touch of appreciative sympathy. Bethany was of but little dignity but there lived there a man who had been raised from the dead—Lazarus. There also resided one who brought comfort to the heart of Jesus—Mary. She had listened to him, she understood him, believed and loved. With a woman's keen intuition she seems to have realized that he was really going to his death. What that meant to the hopes and aspirations she seems to have divined, and realized, more than all others, his viewpoint. How to tell him she was her desire. Out of that love she purchased a box of ointment representing in value about fifty dollars, an immense sum and the full extent of her treasure. Ordinary action will not suffice. The hour and occasion demanded the extraordinary. To it she yielded herself, lavishly pouring upon him the wealth and fragrance of that sacred ointment intended for kings. She had sat at his feet, Luke 10:39, and was ready for this the proper hour for anointing, John 12:7. It was her all, but love does not have the calculating cunning and prudence of Judas.

"Memorial of Her."

II. Mary Commended, vv. 6-9. The story is beautiful in the record we have of our Lord's words. Mary's compensation for the criticism called for by her conduct was the commendation of her Lord. We do not censure the disciples who did not understand but we are thankful for the words of the Master which their criticism called forth. Jesus realized the true meaning of the act and he named it when he said, "She hath done what she could, she hath anointed my body beforehand for burying." Notice that Jesus received the true meaning of her act as for himself, still it was for the world, for he said, "this that she hath done shall be spoken of for a memorial of her." This was not merely a reward for Mary, it was that her act should be an inspiration to incite his followers to like activities and attitudes throughout all the ages. This is all that is asked of any disciple (II Cor. 8:12). Love forgets self, surroundings, cost or criticism. Love pours out itself to the uttermost and its fragrance fills not alone the house but the whole of creation.

III. Judas Conspires, vv. 10, 11. This tender story ends with the terrible account of Judas. He had no sympathy for Mary, primarily because he was not in sympathetic relations with Jesus.

Jesus had revealed, called forth, the deepest love of Mary's heart. In the case of Judas he revealed a heart of treachery. Accepting the adoring anointing of Mary and also perpetuating it, he at the same time calls forth a revelation of that compelling motive of selfishness in the heart of Judas that led to his own self-destruction. Contrast these two pictures. We recall the crushed heart of Mary at the death of Lazarus which brought Mary into the closest fellowship with Jesus. In her shadow and sorrow she learned to pour out her love in sacrificial anointing.

Hadn't Killed Him. There is a certain young man who used to be notoriously egotistic. Some of his acquaintances were one day speaking of him before an old lady who was not "up" in the slang expressions of the day.

The next time she met him on the street she put out a congratulatory hand. "Oh, Mr. Smith," she cried, "I am so glad you are better. I heard last week that you had a swelled head."

Certainly Not.

"Just think! The artist spent ten years painting this picture." "How much did he sell it for?" "Fifty thousand dollars." "That's \$5,000 a year. Not bad pay when you work at home and have your own hours."

Olives are the longest lived fruit trees, some in Syria having borne abundant crops for more than 400 years.

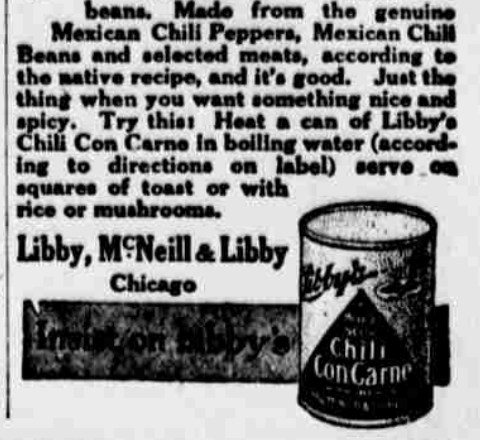
By the invention of a deodorizing process whale oil again is being extensively used in soap manufacture.

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The most successful combination of the world's two best foods—meat and beans. Made from the genuine Mexican Chili Peppers, Mexican Chili Beans and selected meats, according to the native recipe, and it's good. Just the thing when you want something nice and spicy. Try this Heat a can of Libby's Chili Con Carne in boiling water (according to directions on label) serve on squares of toast or with rice or mushrooms.



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Make your hens lay this winter. Four and five eggs a week a hen—thousands of owners are making that record and reaping the rich reward of high winter prices. They feed **Pratts' POULTRY REGULATOR** the year round. If you are not using Pratts for your hens, better start now—makes them lay right up to the limit all the time. In 25c packages up to \$2.50 pails, at 40,000 Dealers. Pratts' Poultry Regulator protects against colds and other ills. He and his—eat, drink, satisfaction or money back—that is the guarantee on everything with the Pratts label. PRATT FOOD COMPANY, Philadelphia, Chicago, Toronto

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How He Forgave McNab. A Scotchman on his deathbed was reminded by the attending minister that the hour of death is an hour for the banishing of all ill-feeling—a time for universal forgiveness. He was a McGregor, and his feud with the McNabs had been notable. So the clergyman, with the family's permission and assistance, summoned the head of clan McNab to the dying McGregor's bedside. "I forgive ye, M'Nab," whispered the expiring man, "wi' all my heart—but may my curse rest on my son forever if he ever does!"

ECZEMA ON CHILD'S BODY 570 High St., Oshkosh, Wis.—"When about two months old my nephew had sores break out on different parts of his body. The trouble first began as a rash which itched so at night someone always held his hands, even while sleeping, as at the least scratching it would run together and form scabs. His night-clothes had to have mittens on them or the scabs would be raw and bleeding by morning. His clothing or the least friction irritated the trouble. His face and scalp were covered. They called it eczema. "We tried different treatments but none cured him. At three years old we commenced the use of Cuticura Soap and Ointment. It took nearly a year to effect a complete cure and he never had anything like it since." (Signed) Mrs. F. Scofield, Mar. 21, 1914. Cuticura Soap and Ointment sold throughout the world. Sample of each free, with 32-p. Skin Book. Address post-card "Cuticura, Dept. L, Boston."—Adv.

His Easy Part. "Does your motor car give you much trouble?" "None in the least. It is used exclusively by my wife and daughters. A puncture means nothing more to me than a repair bill." Never Use It. "Sewer gas is a serious matter." "Certainly not a thing to make light of."

A Nebraska Case. J. R. Larimer, 2102 Ave. C, Kearney, Neb., says: "I had kidney trouble so bad that I could not sleep over the least strain as a result of suffering in passage and I was miserable. Doan's Kidney Pills helped me as soon as I tried them and continued use cured me. I still use them occasionally and find them an excellent tonic." Get Doan's at Any Store, 50c a Box. DOAN'S KIDNEY PILLS FOSTER-MILBURN CO., BUFFALO, N. Y. W. N. U., LINCOLN, NO. 40-1914.

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Cleanses the system—and more. It puts the liver in such a condition of health that it purifies the blood—as it should. It helps the stomach digest food so that it makes good blood—rich, red blood to nourish and strengthen all the organs. You may avail yourself of its tonic, revivifying influence by getting a bottle or a box of tablets from your medicine dealer—or send for a free bottle. Address as below.

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"You Disorganize Your Office Force by Your Interference With Their Work."

their minds. Occasionally there is one that is different. Miss Shapiro was different. She was earnest, ambitious and eager to learn. She wanted to have her full share of the innocent pleasures of life, but downtown meant business to her. As she wanted to go ahead in the world she could not see wherein she would be doing justice to herself if she did not learn everything she could about business.

Learned Something Every Day.

What education she has she got in the schools of New York. A good pupil can learn a lot in the schools of New York. There is a lot more that can be learned after leaving school. This girl stenographer learned something every day. She studied her employer's business, studied the methods by which things were done and retained all the knowledge she obtained. She was not content merely to transcribe the notes of her employer's letters. Whenever she could make herself useful at any other work, she was eager to do it. First of all, she wanted to be a first-class stenographer. The more difficult the dictation the better she liked it. Within two years she could write so fast stenographically and so accurately that she was the pride of the office.

It is all very well to be a first-class stenographer, but stenography has its limitations. She could not hope to get more than \$25 or \$30 a week, regardless of how expert she became. She wanted to fit herself for something better. She had an idea that if she became well grounded in business she could fit herself for some really good position. The New York university has a department of commerce, accounts and finance which is designed to equip students for the greatest usefulness in business. Miss Shapiro went to the university and entered this department. She studied com-

studied how to eliminate it in all its phases. She studied the problem in the light of affording a broader field in which to use her energies. When she was satisfied that there was an opportunity for her to employ her talents to the best advantage, she branched out for herself. She became a Wall street efficiency engineer.

Wall street is made up of a mass of businesses, big and little. There are some concerns that employ hundreds of men and women. There are some that employ a dozen or two. There are some that are made up of a man, a boy, and an apology for a stenographer. Some of these businesses are well organized. The majority are not. Inanimate machinery works more accurately and more regularly than animated. It is a rare business manager who gets the best possible results out of his office force.

One day Wall street was surprised to receive an announcement from Miss Shapiro that she was ready to assist business houses to reduce their office expenses and at the same time maintain the highest standard of efficiency. These results she would obtain by studying their needs carefully and applying the most practical plans and suggestions.

Some of the men who received her announcement threw it in the waste basket. To some of the others it gave an idea. They were not satisfied with the manner in which their offices were being conducted. Expenses were high, but somehow they did not manage to get their work handled satisfactorily. They sent for the young woman. They acknowledged they did not know what was wrong, but were willing to have the source of the trouble discovered for them, and were ready to pay well for it.

New eyes are better than old. Sometimes a person is too close to an ob-