



WOMEN IN BUSINESS

By
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WE ARE publishing in this booklet three articles which have appeared in the LADIES' HOME JOURNAL dealing with Women in Business. The author of these articles, Miss Doris E. Fleischman, is herself a business woman and the editor of a very comprehensive book entitled Careers for Women.

These three articles serve as an introduction to other articles which are being published in the JOURNAL telling the opportunities for women in various popular occupations. These succeeding articles tell in detail the training that is necessary, how to get a job, the beginning pay, the possibilities of advancement, and the eventual position and salary that may be attained.

In this series the following occupations, among others, will be discussed: Journalism, foreign trade, department-store work, advertising, cosmetics, commercial art, interior decoration, banking, life insurance, social service, motion pictures, secretarial work.

Women in Business

By Doris E. Fleischman

EIGHT and a half million women workers add vastly to the economic wealth of the United States. But American women in the aggregate and as individuals are unaware of the importance of their contribution to the nation's prosperity, and they do not receive their share either in earning power or position. The huge majority of women are job-holders who start their careers as job-seekers and end them without wealth, honors or a sense of satisfaction to compensate for their years of toil. They have been job-slaves from beginning to end. Bravely they start with a glittering announcement:

Situation Wanted—Female. Stenographer-secretary. Young woman, excellent education, ambitious, desires position where initiative, judgment, executive ability are appreciated, with opportunity for advancement.

This advertisement may be seen any day in any newspaper in any American city. It is a composite picture of what goes on in the young girl's mind when she first starts out job-seeking. But it is usually quite untrue. She has not an excellent education so far as the needs of her career are concerned. She is not ambitious. Her initiative is usually limited to interpreting her employer's point of view. Her judgment is really her tact in dealing with him. And her executive ability will, if it ever shows itself, be concerned largely with routine processes. Of the millions who work, a handful have carved careers.

Although the ardent feminists won their fight for the vote, they still must educate women to cast aside their mid-Victorian effeminism and to admit the eternal verity that the highest womanliness implies strength. Women must educate men to accept them as economic equals. But first they must fortify themselves.

Dilettantism

THEIR attitude toward themselves as factors in adult life is wrong. That is why they hold, for the most part, subsidiary positions and get less pay in these positions than

men do. Women are capable, strong, intelligent, and possess all the latent talents which might bring them to the top levels in this age of industrial democracy, but they have not learned to think of themselves as active forces. They do not consider seriously that they must make their own way in life—that their position in society may depend on their own efforts, perhaps in coöperation with a husband, and that they are to benefit or suffer from their lack of success. Young girls cling to the dilettante, girlish, frivolous tradition of past centuries, which implies fatally that charm and ability are incompatible. Women may be lovely and feminine and be successful in a career. They may marry and have children—and still work. With all a woman's love of home and children, she may find herself working for home and children at thirty-five.

Wanted—Economic Courage

THE feminine and the masculine attitudes toward work are created in the nursery. Every little boy is asked by every visitor: "What are you going to be when you grow up?" And the little boy answers: "A policeman or an aviator." No one asks the little girl what she is going to be when she grows up. Unless her parents are famous artists or musicians, the question is never thought of. The boy, through his childhood, is continually changing his ideas as to the future. He may want to be what his father is or his uncle or the elevator man. The little girl might be her own sheltered ancestor, so little attention is paid to her future. How many fathers take their little girls through their places of business, proudly, hoping that the pretty child will some day take over their duties? Why do fathers so seldom initiate their daughters into their business? Many fathers have turned over their businesses to their sons-in-law. But scarcely ever to their daughters.

The young girl just starting to play with young boys speedily learns that the boys prefer the carefree, gay, slightly irresponsible and lively young charmer to the bluestocking. At fifteen she is afraid to be a grind or a

serious thinker, because boys shun this type of young woman. Young seventeen-year-old manhood prefers gayety and joy, and with good reason.

But the young woman retains this attitude beyond the years of girlhood and carries it into her mature contacts. She has never learned that the cute tricks of a child are out of place in the mature drawing-rooms of adults. Her ideal of conduct is undeveloped just as her growth might be physically retarded. It is this attitude of women which is responsible for the infantilism of America. The girls who adhere to baby talk and baby actions, who keep their conversation on a level of inconsequential ideas, are responsible for the lack of masculine interest in important adult problems.

Who has not heard women of forty talking gayly of "the boys"? Are these boys her children? Not at all. They are her husband and the husbands of the other forty-year-old "girls."

Women remain childish to please the men, and the men retaliate because they think that the women are not capable of more meaty thought or conversation. They, too, must please the women and remain young. These grown-up youngsters play games constantly to help keep up the illusion. The men talk shop away from the womenfolk, who ought on the contrary to make every effort to understand and share their problems.

When women go into business with this background of infantile dilettantism, they are as handicapped as the Chinese woman whose feet are tightly bound. They will not exercise their intellectual muscles; they will not develop intellectual brawn or attain an independent posture. They will always depend on the men in their offices instead of walking confidently in swinging strides beside them. It behooves the young girl to start when she is young to consider herself seriously as a future worker.

It is a necessity for girls to approach their work as if it were a life career, with the same earnestness and drive as men. This is true even of the girls who believe that some day they will marry and stop working. Statistics are against them. One out of every five workers in America is a woman. And the percentage will increase.

Another fault in the attitude of too many women toward their jobs is that they believe they must render personal service. To the stenographer, her boss is her father whom she obeys and fears. He represents authority and his word is sacred. He is her master who holds economic power over her. She is his

slave. She fears him and often despises him, but fears to shake off her shackles because the outside world may be even more terrifying. Occasionally, she imbues him with all the virtues of a god and he becomes her mystic, unattainable lover, her idol whom she worships. Some women remain in the same position for many years, often until old age releases them. I have known women to work at low salaries, long hours, without vacations, because "business was bad." But the spirit of martyrdom makes them happy and satisfied in their work. Occasionally, because of her continued contact with her employer, she transfers some of her maternal tenderness to him. She becomes his spiritual mother, spares him annoyances and difficulties, sacrifices herself for him. A woman in a position may be anything—a servant, a daughter, a mother, but never a sister. Her boss is never her brother, her equal.

Woman's greatest lack in the industrial world is economic courage. Millions of men lack courage, too, but only the men who have courage advance and only the women who have courage will advance. Let her add bravery to charm, sweetness, kindness and intelligence. She will need it constantly. Many women are too timid to ask for a bigger salary. They are afraid that the employer will say no. They are afraid he will be displeased. They are afraid they may lose their positions if the advancement is not forthcoming.

They are afraid voluntarily to leave poorly paid but well-protected positions and start into business for themselves. It is true that they may have financial difficulties if they leave. But the men around them who are pushing on are doing precisely that thing. A woman may be absolutely dependent on her own earnings. So are men. She may be supporting a mother and young sisters and brothers. So are many men. She may be married and forced to support her children. But many men are married and support their children. Courage is not the panacea for all economic ills, but it is the *sine qua non*.

Women have too little real ambition. If they were ambitious, they would try to reach the important goals that men are reaching every day.

Ambition—the daydreams of boys—to discover the cause of cancer, to become Ambassador to the Court of St. James', Secretary of the Treasury, build a bridge bigger than Brooklyn Bridge, solve the Reparations Problem. What are girls' ambitions? Vague longings to do something, somewhere. The flame of most women's ambitions dies out in an emotional puff.

Ambition and Determination

THE average school, high-school or college graduate looks for a position with decent working conditions, a not-too-unpleasant employer, and a fairly good salary. This position, however, too often is as high up on the scale as her last position will be. The salary is not much lower than her final salary will be. She does not do as so many men are constantly doing, say to herself: I am going to become a great textile merchant. I will get a job as a stock-room girl. I will learn the business. I will study the textile industry in all its branches by studying at night. I will be satisfied with a nominal pay at the beginning, but I will one day become a member of the largest textile firm in America. I will do everything to work toward that end. I figure it will take me twenty years to reach there. I may have to buy stock in a textile concern to do that. Therefore, I will have to save up money and invest it carefully in order to have the capital necessary when that time comes.

Instead of such an attitude, the woman all too often looks for a job as a clerk or a stenographer. Stenography is a splendid entering wedge in the economic and industrial world today. But for the exceptional women it should be a means to an end and not an end in itself. Instead of saying I want a job as a stenographer, let the young woman decide whether she is interested in the chemical industries, in furniture, in home economics, or in retail merchandising. Then let her select a firm that will give her an opportunity to learn this business. Let her say to the employing head: I should like to learn retail merchandising. Your firm seems to have the greatest possibilities and does business in a way that I like. I want to become an important part of it some day. I am willing to start at any branch. If you think the stenographic branch is the best, give me a job in that because I am a good stenographer. Pay me any salary that you think fair. How long do you think it will be before I can get ahead into some other branch? What particular phases of the industry do you think I should go through, and how long do you think it will take before I can become important in one of the departments, if I properly grasp the business?

Work and Marriage

THIS is not merely another way of asking for a job, but it is evidence that the young person regards herself as a power

rather than as a pair of automatic hands. She must have a goal in mind and work seriously, continuously toward it. She must not be a rolling stone, traveling from an advertising office as stenographer to a wholesale shoe-manufacturing concern as a stenographer, to a medical-supply house as a stenographer. In each case she will be merely a stenographer no farther along toward any goal than she was before she made the change. She may, of course, receive a few dollars more and her hours may be a little more pleasant, but she has not made any basic improvement in her status. If she changes at all, it ought to be according to a definite plan, to take on broader responsibilities, to learn more of a particular business, so that one day she may hold a commanding position in the field.

Too often the woman has a temporary attitude toward her work. She feels that she is only working until she marries. That is most unwise on her part, because according to census statistics of 1920, in Facts About Working Women, millions of women do work after they are married.

They work because their husbands do not earn enough money. They work because they wish to buy themselves comforts and luxuries that their husbands' salaries do not cover. They work because they are bored at idleness. They work because their husbands are ill or have died.

Five hundred and sixty-eight married college women were asked by the Institute of Women's Professional Relations of the North Carolina College for Women why they work, and the reasons were: Financial, demand for service, comparison with housework, contract to fulfill, love of work, leisure, principle, career, contacts, loneliness, family relations.

Many women never marry. They go on working because they must support themselves wholly or partially, because they love their work, or because they need the activity to sublimate their normal sex feelings which would otherwise be expended in love of husband, children and home life.

Another attitude to which surprisingly many women cling is the semiprofessional dilettante point of view toward their own work. They do not want to do things too well because that, they feel unconsciously, would make them efficient daily workers, and ladies were not ever workers. There is the old idea that social prestige is damaged when a woman works. She compromises, therefore, and works with only half her energy and her interest, and with less pay than she

should receive. To work well, a woman must love her work and must desire furiously to succeed in it.

Overcoming Prejudices

WOMEN have too little combativeness in their work. If they want to get on, they must fight for their opinions and for their rights. But they must fight as a woman fights who knows she is right, not as a man. Virility, go-getterism are not for women. They must learn to be forceful in a feminine way.

Meekness and ladylike gentleness used to be admirable qualities. But in business today women will not be rewarded for meekness. They will be shoved aside because they lack the essentials of a forceful personality.

A very delicate balance must be maintained. I have seen extremely clever women fail because they asserted their authority too ruthlessly, because they lorded it over the men with whom they worked, and because they managed generally to arouse sex pride and antagonism. Just as I have seen clever women submit to the will of inferior men because they did not know how to assert themselves beautifully and convincingly.

Women's assets are their intelligence, their health, their time and their general ability. Their liabilities are their lack of capital, the length of time which it takes before large profits are obtainable, and their sense of sex inferiority. Will she strive for a \$2000-a-year goal or a \$500,000-a-year goal? She is not likely to succeed if she does not try to. She may succeed if she does try.

In many professions, as in science, the sense of achievement is the great goal. To create beauty is the goal of artists. In some, public recognition of achievement, as in politics. To be helpful is the goal in social science. In business, men's goal is obviously and frankly money.

Women in business ought to desire money. Money today is the symbol of success, is power, and unfortunately is the means to acquiring the fine and beautiful things of life that can be had only with money. Money should not be, but is, the means of hearing fine music, of owning lovely gardens, of going to pleasant vacation resorts.

Whatever the goal of the vocation is, let the woman keep it in mind and not confuse the issue.

Women need ambition. They must want to be Secretary of the United States Treasury instead of being satisfied with the certificate of a certified public accountant.

They must want to be producer of a motion-picture corporation instead of being content to be wardrobe mistress.

Women work alongside men in thousands of organizations. But they are handicapped by being women. If they are to succeed, they must work a little bit better than the men around them in order to secure the same recognition that the men around them get. They must also convince people that they are good in spite of being a woman, which makes almost a triple obligation of effectiveness.

In the administrative positions, women must overcome the pride of men who dislike having women preempt the executive posts. Many men resent taking orders from women. Women must also face the prejudice of their own sex. Women doctors find it difficult to secure women patients because women have not themselves yet thrown off the idea that women are inferior. Many feel also that women doctors have not enough clinical training to make them as valuable medically as men.

Even in cases where men admit women as equals, there is difficulty in making the outside world accept this valuation. Women are architects, but clients often hesitate to accept a woman architect, and workmen and contractors are embarrassed at being supervised by a woman architect climbing the scaffolding.

Many women who have succeeded, however, claim that their sex has been a help and not a hindrance, because so much of the purchasing power lies in the hands of the woman that the consumer's point of view which she may represent is invaluable. It is estimated, for example, that the women in the United States spend one thousand dollars a minute for household supplies, automobiles, clothing, and innumerable allied industries must work with the woman's taste and point of view in mind. Women must, therefore, more and more assume the responsibility of dictating what the supply shall be to manufacturers who, at the present time, arbitrarily create a demand for the products they have made. Intelligent women will be the liaison between the consumer and the manufacturer.

One of the most subtle prejudices against which women have to contend is that women have no sense of honor. Women have the same sense of honor that men have, obviously because they have learned it from the same parents, practiced it in the same nurseries. Often women, as amateurs, however, do not know the ethics of trade and the ethics of professions, which are rules of the game.

These are easily learned and are undoubtedly followed equally by men and women.

Men Versus Women

MEN do not like to be disturbed emotionally in the pursuit of their business. Sex in this sense is an interruption. Occasionally it becomes a welcome interruption, and then unless everything works out happily, the girl's career is hampered by the emotional situation.

Some women overcompensate for their sex by being unnaturally brusque and by aping masculine habits of posture and voice. Certainly this obtrudes the thought of sex in a negative way. The woman is put down as tactless, unpleasant or tomboyish. Be yourself is an excellent guide. The woman who is pleasant by nature, who likes to be well dressed, may be assured that these qualities will not be frowned on in a business world if she does not exploit them unwisely.

Women should have enough sex consciousness to make men forget their sex. The entire question of men versus women in business today is a problem that is fundamental and must be faced clearly by each woman as an individual problem if she is to succeed.

Shall a woman who is married and who has children work at an outside occupation? That is a question which every woman must decide for herself on the basis of her own individual conditions. Some women make good saleswomen and bad housekeepers. Some sew poorly and calculate accurately. Some women are fidgety mothers and calm orators. Some women earn so much money out of the home that it is economically sounder for them to pay substitute workers in their homes. Hundreds of thousands of women are forced to work after they are married by the sickness or death of their husbands, or by their inadequacy as wage earners.

Some women work because work has become a fetish in America. These women often work without pay in charities, social-service organizations, as patrons to artists and as unpaid politicians. Many women work merely because their friends work.

Work is not an alternative to a happy home life. It may supplement it. It may fill the gap where there is no home.

But in this article we deal with the main facts—women do work. Since they do work, let them work to the best advantage.

I am not going to theorize on whether women should work outside the home or not. They do. Will this destroy the home? It

may destroy unhappy homes, but it may make some homes happier.

The old taboo against women working outside the home remains with varying degrees of strength. Superstitious folk still believe that women good at certain types of work are not good at other types of work. In spite of the fact that there are 1495 coal-mine operatives—what a feminine occupation! Ten thousand seven hundred and thirty-nine women are engaged in the highly masculine occupations of lumber and furniture industries. There are 57,819 semiskilled operatives in iron and steel industries—that is surprising. Eight hundred and ninety-six women are engaged in the arduous task of laboring in coal and lumber yards, in warehouses.

Many universities do not yet admit women to their architectural courses. Eight medical colleges exclude women. A number of universities allow no women to share in their advantages. Yet women do work in all but thirty-five out of 572 occupations. More than 8,500,000 women are gainfully employed in this country.

Are women fairly successful? I think not. Casual observation is woefully supported by statistics. The United States has more than 4773 registered midwives and has only a few women obstetricians. Here is one of the oldest professions in the world. A profession that is womanly in the nature of the case, yet women have been content, and are still content, to practice midwifery rather than to go through the arduous preparation of becoming obstetricians.

A few decades ago a physician was sentenced to death for attending a childbirth. Yet today the obstetrical field is almost entirely in the hands of medical men.

Reaching the Top

WOMEN have succeeded only in rare and outstanding instances. On the whole, women do not hold commanding positions, and they receive less money than men do for their work. The Annals of the American Academy of Political and Social Science, which makes a survey of the changing educational, political, economic and social relationships of women in the United States, in 1600 establishments show that men earned an average of \$24 to \$30, and women \$17 in December, 1927. In November, 1928, women's average earnings in twenty-five manufacturing industries were 70.5 per cent of the earnings of unskilled men, and 55 per cent of those of skilled and semiskilled men.

I have stressed stenography as a profession among women because it is the white-collar profession of today. Formerly, every gentlewoman who thought of earning her living felt that she must be a teacher or a social worker. Today, the clerical or white-collar phases of industry offer her safe employment at a fair wage.

But what we have said of her inertia in stenography holds equally of her activities in department stores, in day labor, in research laboratories, in banks, and so on. In looking down the lines of the millions of working women one finds that the woman tends to end her career only a few rungs of the ladder beyond her first step. We are all tremendously aware of the self-made men who form the upper strata of American life today. They have started as office boys, as iron puddlers, as section hands, as newsboys, at one of a thousand other embryonic tasks. But how few women have we to equal them!

The woman factory hand may become a foreman. Seldom does she rise to ownership of the business. Seldom does she rise to presidency of the railroad. Few women are judges—there never has been a woman justice of the United States Supreme Court. In politics she has been more successful. In department stores she has been a saleslady. She has been a buyer. She has been a stylist. But only in a few instances has she become a member of the board of directors.

A thirty-odd-year-old man has just been appointed managing editor of a metropolitan newspaper. Why not a woman? There are many women reporters. A thirty-two-year-old man has just been appointed president of one of the largest banks in the world. Why not a woman?

Success the Exception

THERE is, for instance, Jennie M. Palen, well-known accountant; Ruth Waldo, advertising woman and head of one of the departments of J. Walter Thompson Company, of New York; Evelyn W. Smith, president of the Amawalk Nursery, Inc., and one of the largest tree growers in America; Marcia Mead, member of the American Institute of Architects; Mary MacKinnon, distinguished commercial artist; Mary Fanton Roberts, connoisseur of the fine arts, and editor of *Arts and Decoration*; Mary Vail Andress, in charge of the banking department for women of the Chase National Bank; Dr. S. Josephine Baker, one of the distinguished child specialists of America;

Fifi Wurzeiler, leading costume designer; Lulu G. Graves, one-time president of the American Dietetic Association, and well-known consultant on these subjects; Jane Cowl, of the drama; Jessica G. Cosgrave, head of the famous Finch School, New York, and leading educator; Elsie Eaves, member of the American Society of Civil Engineers; Lillian M. Gilbreth, industrial engineer of note; Lucy A. Goldsmith, foreign-trade consultant, well known in export circles in New York; Lita Bane, home economist; Frances Perkins, head of the Department of Labor of New York State; Edith K. Bauer, one of America's well-known insurance brokers; Nancy V. McClelland, interior decorator; Emma Bugbee, one of the star reporters of American journalism; Judge Jean Hortense Norris, a lawyer who is a New York judge; Mary Elizabeth Downey, distinguished librarian; Gertrude Atherton, known wherever fiction is read; Mrs. Charles B. Knox, president of the gelatine company which bears her name; Helena Rubinstein, equally well known in the cosmetic field; Dr. Martha Tracy, professor of hygiene and preventive medicine of the Woman's Medical College of Pennsylvania; Norma Talmadge, movie star; Kathleen Howard, known in musical circles as a great singer; Carrie M. Hall, president of the National League of Nursing Education; Mrs. Franklin D. Roosevelt, wife of the Governor of New York State, and interested in politics; Bertha Brainard, who helps make the radio programs for the National Broadcasting Company; Margaret Talbot Stevens, who is in the railroad field; Katharine W. Seaman, well-known real-estate broker of New York; Mary L. Dutton, who is known as the head of the Ontra Cafeterias in Chicago; Mary Walls, who is a style leader, and has earned an invaluable reputation in her field; Dr. Rosa E. Prigosen, a scientist of note; Ruth M. Crawford, who as lecturer on the secretarial practice has helped put this field on a professional basis; Neva R. Deardorff, who is known as a social worker; Mrs. Minnie W. Miller, who breeds cattle in Idaho; and Hilda M. Swarthe, stylist.

But these, in the vast numbers of workers in America, form a rare and exceptional class. Women have still to prove their value. That they are valuable is obvious to anyone who has made a study of their activities. Thousands of men boast of women who have been their right-hand man for years, women who actually make decisions for them and carry on their most important activities. Women who, however, still hold obscure positions

with small wages. Such women are admirable, but they are failures because had they asked for it, they might have become partners instead of right-hand men.

Women can succeed in a vast number of occupations. There is practically no barrier either of law or insurmountable sex discrimination. Therefore, it behooves young women, when they are in school, in high school, in college to begin to wonder about the workings of the commercial, professional, industrial world, and to try to fit themselves for a career. This will help eliminate the vast numbers of misfits in the industrial and professional world today.

Women rush into clerical jobs as they used formerly to rush into social service, missionary work, and teaching. Or they rush into motion pictures. Very often they have no idea what the career has to offer them in the way of monetary rewards or outlet for their talents. Too often they are like the women who become nurses because unconsciously they think they will meet a rich patient some day and have a splendid romance with him and marry him and live happily ever after.

She may want to become an actress, because they seem to be so well dressed, so wealthy. But actresses rarely accumulate money. Selling insurance may give her more money and an equal outlet for her talent of comporting herself graciously.

In planning the last few years of her education, the young woman should bear in mind her general tastes and try to point her energies in the direction of the work she would like to do.

What Shall She Be?

THIS is true of the high-school girl as well as the college student. I am not here discussing trade courses, commercial courses or other special school activities bearing directly on her future career because that is too broad a subject to touch on in this article. But certainly if the young student believes that she is going into business, she should interest herself in the business activities of the world by reading a certain amount of business literature and by studying the fundamentals of business and commercial procedure. Let her discuss the business and financial news of the day with her father. He may laugh at her at first, but he will soon like and approve of it. It may even stimulate his own thoughts.

If she is going to be an architect, her broad general culture as well as the specific architectural courses are important.

As distinct from the fundamental world of schools and colleges, the actual facts of

working life are complex and interwoven. That is what makes it so difficult for the young woman to select her career. So many vocations are part of so many other fields of work. However, she will find that the field may be broadly divided somewhat as follows:

The professional careers, most of which require long special training—medicine, music, fine arts, commercial art, architecture, law, ministry, engineering, diplomacy, public relations, advertising, nursing, science and engineering, research science, politics, accountancy.

The next broad division is the field of business and commerce. Under this the first is manufacturing—foods, clothing, textiles, cosmetics, chemicals, machinery, transportation equipment, automobiles, aeroplanes, ships, and so forth; building equipment. Distribution—wholesale, retail and chain systems; public utilities; transportation, oil, gas, electricity, water, and the like. Banking, finance, brokerage.

Further classifications are agriculture, handicrafts, mining and the production of basic products such as oil, and the like.

Abilities and Tastes

THE young woman in looking over the list may be puzzled as to where her abilities and tastes will fit in. She enjoys contacts with people. How is she to know whether her contacts can be used to better advantage in real-estate work, as personnel manager in a large organization, as saleswoman for a large soap industry, as head of a woman's department in a bank, as a lawyer, as an architect, where she will have to deal with clients and with contractors and workmen. She may feel that her genius is in organization—the organization work may be in the production management of a large machinery plant, in politics, in counsel on public relations, in chain-store management. Perhaps she feels that her taste and general aesthetic judgment are her most important assets.

Shall she work this out along the fields of interior decoration, toward designing, or shall she be stylist for a department store or art director for a whole textile industry. Salesmanship may be her forte; but there are very few businesses or professions that do not require a certain amount of selling ability. Financial ability, too, is important in almost every branch of endeavor today. The architect who cannot understand the financial exigencies of her particular task is very unlikely to be successful.

She likes to write. Should she write fiction, or advertising, become a reporter, a counsel on public relations, or write copy for a house organ? She likes to be physically active. Should she try to become a gymnasium head or a ship's captain?

The glittering web of possibilities is fascinating. What women will accomplish in achieving success depends on themselves and their new attitude toward work. If they give the same time and energy to their work as men do, they ought, if they are ambitious, to make a place for themselves.

What do you want to do?

No woman is likely to have a successful career who has not answered this question decisively. Until she can answer it, her career is in abeyance, her progress accidental. Job shopping and job testing are the most wasteful, demoralizing and haphazard of all methods. She is more likely to find what she does not like, and to do it dispiritedly, than she is to find the vocation that she loves passionately.

The wise, self-respecting strategy depends on two difficult preliminary studies. One is a simple honest analysis of her own desires and abilities. The other is an exhaustive study of the actual fields of work, that will show where her ambitions and talents can be employed.

Mary has yearned, secretly, perhaps even unconsciously, to be an actress. She would deny this, because she fully believes that daydreams cannot be reckoned as ambitions.

Mathilde adores cooking. She loves recipes. Looks enthralled at window displays of shining cooking utensils. Touches lingeringly the neat cereal sets. Knows a good cake by the smell of it. But if you were to ask her whether she wanted to be a chef—and chefs draw very large salaries—she would laugh at you. She has taken the white-collar tradition for granted, labors in the statistical department of a bank all day, and has not the faintest notion that her flair for cooking might be made a productive ambition, and put her in charge, eventually, of the kitchens of a hotel system.

Myra adores her garden. She had no idea that she might have become a successful florist, or a landscape gardener. She became a real-estate agent when someone offered her a job in answer to her advertisement: "Bright, ambitious, young. Can drive a car."

Fleurante paints her furniture in bright new colors every few months, and dyes the curtains to go with it. She does this on Sundays and on her holidays from the rubber-tire factory where she works in the complaint department. How much happier she might

have been in a textile-manufacturing studio where her talent for colors and her love of beauty might have laid the foundation of a successful career.

The Leading Professions

TO KNOW oneself one must be completely honest. Modern psychology has learned the importance of self-analysis from that great outstanding genius, Freud. The practical young woman must strive clearly to recognize and understand her thoughts and ambitions. Does she like to paint—really? Does she like to play the organ—really? Does she want to teach, or is she merely impressed with the fact that this is a part-time occupation? Does she want to be a social-service worker, or is she trying to please her father who sees only the nobility of her character, and has never regarded her love of writing seriously. Families may help to solve the riddle of personality. Or they may hinder. Rigid, unsentimental self-analysis is indispensable.

Some people find it very difficult to know what they want to do. Some never know. Others know when they are young, and know it surely. Women who become artists, writers, physicians, lawyers, scientists, musicians, actresses, are usually aware of their special leanings. It is those whose talents do not fall into well-marked channels who have difficulty in choosing. Those who enter the so-called learned professions, such as law or medicine, must, of necessity, make their choice early in life, because the preliminary training or education is usually lengthy. There are also professions, such as painting, literature or the stage, which do not require specific educational preliminaries, but which demand definite talents.

I am going to tell facts about leading professions in this article, and point out what the real conditions are, what honors and rewards may come to the successful, and what the advantages and disadvantages, real and imaginary, are. Some conditions are far more illusory than factual. The young woman who hopes to find the magic occupation, with all conditions delightful, will be disappointed. She may find wings. But wings are free for all who can fly. In a later article I shall discuss the vocations that bear on the industrial, commercial and financial phases of life.

The importance of choosing a career as early as possible cannot be over-emphasized. Youth is most able to make a whole-hearted choice. After she has wasted her time, energy and enthusiasm on several pursuits, she

may drift into work that will never please or satisfy her. The occupations into which women are forced by economic necessity or chance are usually less suited to them than those occupations which they should have selected voluntarily at the start.

What questions will the intelligent young girl ask herself before deciding on a career? First, what training is necessary? How long will it take before she is established? What chances are there for success? Is it a lucrative profession? How can she live until she becomes self-supporting? What special branches are there? What honors are open to her? What are the special advantages or disadvantages for her as a woman? Will she have much competition? Where can she study? What market is there for her work?

The artist is usually propelled toward her work. She is, and must be, sure of her talent. Her belief in her ability, her pure ambition and her physical strength must be great enough to carry her through long difficult periods of bitter discouragement. These will be needed to offset the tremendous handicap of poverty—unless she has outside means of support. Artists still do starve in garrets for food and recognition. Some starve because the public does not appreciate their worth. Some starve because they have no business acumen.

But America is becoming more and more appreciative of contemporary art as well as old art. There is scarcely a city that does not boast of at least one good collection.

The main fields in the fine arts are painting—landscape, still life, portrait painting and murals—and sculpture. Portrait painters have perhaps the easiest road to recognition. Portrait artists in New York, for example, have received as much as \$3000 for a canvas. Violet Oakley and Hildreth Meire have done mural painting with signal success. Painters such as Mary Cassatt, Georgia O'Keefe and others of note should stand as inspirations for the young painting genius.

Sculpture is a branch of the arts in which women have been signally successful. Harriet Frishmuth and Brenda Putnam have done extraordinarily fine work.

A few women are noted etchers.

An Art Career

WOMEN do not have to face many special handicaps in the fine arts. It is true that they have not received the large official commissions or other public awards. These have gone to men for the most part.

Mary Fanton Roberts, in her chapter on the Fine Arts in *An Outline of Careers for Women*, which I edited, says the public awards during 1927-1928 were as follows:

AWARDS	NUMBER	MEN	WOMEN
Important groups of buildings	14	14	1
War memorials	14	13	1
Public sculpture	33	32	1
<i>(The money for three of these monuments was supplied by women.)</i>			
Significant murals for great public buildings	17	14	3
Large awards in stained glass for ecclesiastical buildings	5	4	1
Art gifts to Europe	10	10	
Municipal awards for mural decorations in various schools in New York	10	9	1

It is easier for a woman to secure her family's sanction to study art than it is for a man. Few American families look with approval on the artistic leanings of their sons. For a daughter, however, an art career carries prestige and distinction.

Artists have begun at almost any age, some as babies, some in middle age. Some have gone to art school, have studied with great masters. Others have succeeded without any formal tuition whatever. But several years of preliminary study are advantageous in acquiring the basic technical equipment. She should have a knowledge of color, design and anatomy. She should know ancient, classic and modern schools. Her art education and her general cultural background are vital parts of her talent.

Art schools are to be found in numerous cities throughout the country. It is no longer necessary to go to Europe to study, but a visit to these earlier collections and contact with other cultural centers are inspiring.

Advice to the artist can never be dogmatic. Individual conditions and talents must shape her course. One can, however, say that her contacts with practical people who can guide her in creating a market are very important. Some artists can market their own wares. Many believe unwisely that they, as future artists, must place a high market value on their work, that they would compromise their art if they sold their work for less than the price of a master. For artists without business ability a business manager is essential. This business manager may work either for a fee or on a contingent basis or may be a dealer who is willing to cooperate in pushing the work.

Too many artists wait for patrons to subsidize them. This is a vicious and medieval practice. It cripples the artist, discourages her and limits her freedom. It would be far better for her to earn a livelihood in the field of commercial art before she is in a position to sell her works. In this way she can increase her technical facility, and, at the same time, need not have to compromise in her art. There is an enormous demand for fine work in many commercial enterprises. Do not think that neglect and idleness make a good painter. Poverty is very often the wind that blows out the light of genius. Michelangelo was appreciated in his lifetime.

Hard work, the unquenchable enthusiasm of genius aided by advice on the practical issues, are the bases for achievement.

Architecture is so new an enterprise for women that it is full of psychological barriers. Large architectural firms do not like to accept women. They do not gladly give them positions in the drafting rooms. They do not like, furthermore, to send them out on field work. They claim that the day laborers are distressed at being supervised by a woman. And least of all do they like to make a woman architect the contact between the client and the job. They feel that their clients hesitate in accepting a woman architect.

Architecture

BUT there has not been a period since the Renaissance when architecture has been so inspiring a field as it is today. New mechanical methods, new equipment and materials make it possible for architects to devise extraordinary and original beauty that may be a monument for years. There were in 1920 only 137 women architects in America. If more first-rate conscientious workers enter this field and are willing to learn the arduous technical ends of architecture, to master problems of elevator shafts, plumbing pipes and heating fixtures, and to face the special problems of human contacts, it will become more and more a favorable profession for women as well as men.

The young architectural draftsman is not a highly paid worker. Seventy-five dollars a week is considered excellent pay. Rarely has a draftsman received more than two hundred dollars a week.

As a member of an architectural firm she may receive a share of the profits and of the fees.

Most good architectural schools admit women to their courses. Usually two years

of college are required before entrance. The architectural school usually comprises a four-year course. Post-graduate study in Europe is valuable. The old classical models and the varied national types of architecture should be made part of her cultural background.

Architecture is a glorious profession for women who love beauty, have a sense of form and construction and the practical ability to work on concrete problems.

Commercial art offers a brilliant field for women today. There are few important merchandising organizations which cannot profitably employ the services of an artist. In advertising and illustrating this is most obvious. Everything from bathtubs to shoe buckles has its aesthetic possibilities. Dresses, household utensils, automobiles, furniture, textiles, the stage—all these and hundreds of other material objects call for the aid of commercial artists. The twentieth century demands beauty in its stern utilitarianism, and women are aiding in the progress.

Some commercial artists and fashion illustrators earn between \$20,000 and \$50,000 a year, and their fame is great. The beginner in an advertising department may work for twenty-five dollars a week. Neysa McMein, Helen Dryden are well-known illustrators. Rose O'Neill, first noted as the Kewpie originator, is internationally famous now for her extraordinary works of a serious character.

Those interested in fashions and designing had best live in a large city where they may be in close touch with the activities and trends of styles and customs. The best possible method to secure work is through a personal letter of introduction to a magazine or an advertiser. Failing that, she should write to as many as one hundred advertisers. She will almost certainly secure one or two interviews, by the law of averages. Then, armed with a portfolio of her drawings, she can try to sell her services as an artist.

Bar and Bench

IN 1920 only 1738 women were lawyers, judges and justices. There has never been a woman Justice of the Supreme Court of the United States. A woman lawyer finds life much more difficult than a male lawyer of even less ability. Law is based on custom. Therefore, law is conservative and everything that has to do with law is conservative. Few important law firms admit women associates. And few important business organizations engage women lawyers.

But pioneers are breaking down the barriers for their sex. Such women as Judge Jean Hortense Norris, Lucile Pugh, Shirley Moore, and others have blazed a trail of light for a younger generation that is not afraid to enter into this ancient, honorable and fascinating profession. Of all the great law schools only Harvard does not admit women.

Law is one of the learned professions. But the amount of requisite preliminary study varies surprisingly in the different states. Missouri requires only a grammar-school education or its equivalent. Some states require a full-time law-school training. But several years of college and a full course in a law school are advisable even if the state bar does not require this training.

These years of training are difficult, but a far greater difficulty is the period before the young graduate lawyer becomes self-supporting. A law clerk gets a small clerical salary. The woman lawyer who starts out for herself after her customary year of clerkship, waits long years before her practice becomes lucrative.

Probably the most important and embarrassing difficulty is the distrust of her own sex.

The best method of securing a position, if she has no personal connections, is to have someone write straightforward letters asking for a position for her, not, however, revealing her name unless there is a response. This will save her embarrassment later on. Here, again, the law of averages will secure one or two interviews.

It is not politic to enter a law office as stenographer. It is too difficult for a good stenographer to push herself out into independent work once she has adopted the notebook method of activity. This is partly true because of the unwillingness of a good lawyer to let a good stenographer slip away into law clerking or case work, since young lawyers are more readily available than expert stenographers.

Legal work is for the woman who loves to think logically, to act practically and to work on other people's behalf. Precision, imagination, analytical ability and studiousness are indispensable qualifications for the lawyer. In addition, the ability to understand and handle people is vital.

It is a great pity that there are so few women doctors. Nearly every adult woman practices medicine as an amateur in her own home. Women have been midwives from time immemorial. One hundred and forty-three thousand six hundred and sixty-four

are trained nurses. Yet only 7219 women are listed under medicine in the last census.

Obstetrics, gynecology, surgery, pediatrics, psychiatry, ophthalmology, roentgenology, internal medicine, dermatology, otolaryngology and dentistry are among the branches of this profession in which women are engaged. Many women are engaged in general medicine.

A woman should become a physician because she wants to overwhelmingly, and not for any ulterior motives. She has enormous opportunities for usefulness and service. The satisfaction which a physician feels upon saving a life or curing a difficult case is not to be found in any other field. Material rewards are negligible in comparison with the real results of able practice. At the beginning it is difficult to become self-supporting. But interest and the sense of achievement are never lacking.

Small-size communities offer the best opportunities today, because the doctors are few and usually overworked. This is especially true for women, since the country doctor must take care of so much of the obstetrical and pediatric work.

Public Relations

MUCH may be accomplished by women in official posts under local or national departments. Political appointments go to women frequently now in matters of child welfare, hygiene, maternity welfare and other branches of preventive or educational work.

Unfortunately hospitals have not altogether recognized the abilities of women, and have withheld many hospital privileges from them. This condition is fast being eliminated.

Women doctors who practice have the vast advantage of being able to talk to women patients with special understanding of their problems. We cannot deny that many women distrust women as doctors. This factor is so potent that the progress of women in the profession is comparatively slow.

The new profession of counsel on public relations has already recruited many women to its ranks. Tradition has not yet been made, therefore women are sharing for the first time in formulating a major profession. They may demand as high salaries and fees for their services as men, some of them earning as much as \$100,000 a year. Rarely does a beginner receive less than thirty-five dollars a week.

The counsel on public relations must constantly analyze the public to determine its relationship to her client. She must analyze the client somewhat as a doctor examines her patient before she makes a diagnosis or suggests a cure. And she must formulate policies concerning the practices, habits, and often even the output, of her clients. She must interpret the client to the public.

Scientific Research

THE work is absorbing. Its results are often extremely important, not only to the client but to the public in general. She helps to spread ideas of great significance. The work, however, is hard and the hours are long and indefinite.

The preliminary education is important. She should have more than the equivalent of a college education. If she knows literature, the arts, the sciences, economics, sociology, psychology, finance and general business practices, including selling promotion and general distribution, she can be useful in these fields.

Journalism is invaluable in learning what the broad public thinks and how it reacts to ideas. Practice in expressing ideas graphically is important. The beginner can usually secure work in a press bureau, for the theater, motion pictures or music. Many counsels on public relations have one client to whom they give all their time. Others become consultants to a number of clients with whom they work on a retainer-fee basis, somewhat as a lawyer does.

Science has no sex. Dr. Rosa E. Prigosen says women are engaged in every branch of the work.

Among the most brilliant names in the sciences are Madame Curie, who was a co-discoverer of radium, Florence Sabin, whose work in connection with the lymphatic system is of paramount importance, and Gladys Dick, famous for the Dick test in scarlet fever.

As a rule, science is not a spectacular profession. For one Madame Curie thousands of women labor without recognition in laboratories, in hospitals, in departments of health, in clinics. But the course of civilization is directed by their work in chemistry, bacteriology, serology, metallurgy, meteorology, ornithology, botany, anthropology, chemistry, pathology. Often their importance to society is as great as their modesty.

Though a college education is not essential to all branches, the women who desire prestige will need a degree.

Beginners have little difficulty in finding work in state, city, commercial or even private laboratories.

Subsidiary positions are poorly paid, receiving from seventy-five to one hundred and fifty dollars a month. A few women average five thousand dollars a year. Scientific-research workers can attain many honors and occasionally monetary rewards. Scientific research in industry is still in its infancy in America.

Science demands a powerful capacity for work, patience, compelling curiosity and, above all, an unquenchable enthusiasm for the work.

Dietetics, diet therapy and home economics are new branches of practical science. Their value in hospitals and medical work is recognized. Commercial enterprises, hotels and restaurants are calling for qualified workers. They are professions almost entirely in the hands of women. Opportunities are great, and the field has infinite possibilities.

Education has always been popularly associated with women. But the woman who enters it should have a real call for the profession, for her success and satisfaction will depend upon her innate desires and capabilities.

The average teacher's salary in the United States, says Charles Williams, field secretary of the National Education Association, is lower than the average salary for members of the other professions, and lower also than the salaries of other gainfully occupied persons. In 1926 the average of gainfully occupied persons was \$2010. The average salary for public-school teachers, including principals, superintendents and other administrative officers, was only \$1275.

In the higher institutions of learning—colleges, universities—only 4 per cent of the full professorships are held by women—that is, 190 out of 4760. But women hold nearly 25 per cent of the instructorships.

Even at the women's colleges it is often found that the women are at a disadvantage and receive lower salaries than men who occupy equal positions.

The woman who sees her task as a broad career rather than a daily stint, and who can do the work with full enthusiasm and interest, has great advantage.

Stage and Pictures

THE lure of music—the concert stage, the opera and the glittering example of great musical personages who have appeared on

both of them—has drawn women for centuries. When the other professions and businesses were still not considered respectable for women, Jenny Lind, Lilli Lehmann and other great singers had all the social standing and glory that they might possibly desire. And this glamour has persisted to the present generation.

But music away from the footlights is hard and grueling. Only the fortunate few who are rarely equipped really succeed. The others are lost in a morass of hard work, little recognition and impecuniousness. To be a musician by career in this competitive world today demands outstanding talent—one might even say genius. Genius is hard to suppress.

The student can find first-class conservatories and many excellent teachers. She should choose her goal as soon as she can. If it is opera or the concert stage, foreign work is recommended, because the American public is still influenced in its recognition of a singer or instrumentalist by what foreign critics say. The choir and the radio offer opportunities.

More difficult even is the field of the composer. For practical purposes her music is unborn unless it is performed. That honor is preceded, very often, by years of hard work without audible results.

To be a conductor is nearly impossible for a woman. Ethel Leginska, the pianist, Maria Lundstrom and one or two others are exceptions.

Music, it will be seen, is a career for those only who have been endowed with this gift from the earliest age and who feel an unquenchable desire to gratify their urge. Then the rewards, honorary and financial, are commensurately important.

The stage needs no introduction. If you have decided to become an actress you must recognize the fact that there are few opportunities left in a diminishing theater, and that the public is capricious. It is a difficult career, it is far from lucrative for any individual, in the long run, and it means very hard work, with idle periods between engagements. But if you have decided to become an actress, go to a dramatic school. To the successful, it is a thrilling work.

Motion pictures offer brilliant opportunities, but the competition is keener. The fame is greater, and the actual financial returns to the popular are enormous. But it is not an excellent field for sensitive young women who are not strong enough to combat the social and personal conditions of Hollywood.

Literature

LITERATURE is one of the first professions in which women have engaged with distinction and honor. But even here their participation has been interrupted. Between Sappho and Edith Wharton there have been many George Sands and George Eliots who have assumed masculine *noms de plume* for pragmatic reasons. Today, however, no woman need hesitate from the standpoint of social position, femininity or sales policy from declaring herself candidly.

In the last census there were 3662 male authors and 3006 female authors—almost an accurate numerical equality.

The main branches of literature are biography, fiction, short stories, essays, playwriting, poetry and journalism. Any woman, regardless of her formal educational background, regardless of any geographical age or other classifications, may aspire to any branch of literature.

Literature, in its finest sense, is overwhelmingly unremunerative. But it is, in its finest sense, one of the most satisfactory of all professions to those who lead in sheer ability and love of it.

Fortunately in America today there are allied branches of writing for the novelist, the essayist, the dramatist, the poet, whereby she can earn her livelihood at writing. Work on trade magazines, house organs, publicity, and a great variety of other outlets for talent in the creative use of words, make it possible for her to pass safely through those difficult years before her talent in her chosen field is recognized.

No one needs a broad cultural background more than the writer. Her culture colors, enriches and verifies her work. Schooling, college, post-graduate work, travel—all these things are optional and desirable. Beyond the actual school and university courses in literary composition I should discourage women from taking definite courses in learning how to write for magazines and learning how to write novels for publication. Such commercial schools can only standardize and quench the originality that may be inherent in the author's talent.

The supreme literary gift comes to few and public recognition often comes late. More writers are engaged in doing what they have to than in doing what they want to. But to the wise and persistent ones will come the opportunity to do one's best.

Publishing offers limited opportunities for women. There are few publishing organizations. Therefore there are few important

executive positions open. Subsidiary positions are fairly routinized and the salaries low.

Editing of magazines is another inspiring branch of this field. Journalism and writing generally are assets in securing an opening. Routine or clerical positions are the best openings for unknown and inexperienced people. Gertrude Lane, editor of *Woman's Home Companion*, and numerous other successful women indicate the possibilities.

Nineteen hundred daily newspapers and 15,000 weekly newspapers are an index of the field open to women in journalism. Few women as yet occupy outstanding positions in the field, though scattered about the country there are women owners and managing editors of newspapers, usually small-town publications—often weeklies. That is no reason, however, for maintaining that women may not occupy the leading administrative positions in journalism some day.

The beginner should know what niche she desires to fill. Is it to be a first-rate reporter? Or is it to be the editor of one of the many departments that make up newspaper work—cooking, dramatic, fashion, book section or one of the others. Mrs. William Brown Meloney is the editor of the Sunday magazine of the New York Herald Tribune. Mrs. Irita Van Doren, on the same paper, is head of the book section. Cora Rigby, political correspondent, is head of the Washington bureau of the *Christian Science Monitor*.

Salaries in the newspaper field are as varied as the opportunities. Thirty-five to fifty dollars a week is the average salary for the cub reporter on a metropolitan newspaper. Often a newspaper woman has a chance of augmenting her income in other ways. She may develop as a special writer for magazines or syndicates. At the maximum she may earn several hundreds of dollars a week.

The greatest charm of newspaper work lies in the variety of experiences it covers. No two days are alike.

Long service does not necessarily bring the cumulative rewards in newspaper work

that it does in other fields. Two other disadvantages loom up. One is the high cost of maintaining appearances in newspaper work. The other is the strain on health and nerves.

With all its faults, journalism represents one of the most active careers for the twentieth-century woman. The young woman who enters the field must remember that her work usually will bring her into contact with all fields.

Librarianship is a scientific profession that may be of service to all others. It has a standardized method of work and requires intensive education and special training in library schools. General public libraries and the many specialized libraries offer numerous excellent opportunities at salaries to women who really love books and like to make them available to readers.

Social service is one of the great palliatives in a civilization that fails to provide for the care and livelihood of great masses of its people.

The Lady Bountiful who distributes baskets and kind words is fast disappearing. Instead we have disciplined groups of workers who have been trained on case work, who have been trained in executive, in organization and administrative work to care for people whose adjustment, economically, industrially, medically, psychologically and socially, needs such aid.

No one who knows of Jane Addams, Mrs. Mary Simkhovitch, Neva Deardorff and others of brilliant and inspired devotion can fail to recognize the importance of this great profession.

Salaries are not high, to be sure, and the period of study and apprenticeship is long. But the sense of satisfaction comes with the knowledge that unbearable conditions have been mitigated.

The limitations of space in our article naturally make it impossible to give exhaustive information on these professions. We shall be glad, however, to answer the queries of any readers who desire more information.

Jobs for Women

By Doris E. Fleischman

MR. JONES, will you please take a letter to K. L. Abercrombie, chairman of the board of directors of the International Rail and Marine Corporation, 1 Wall Street, New York City.

"Dear Kate: Come on over to lunch with me at the Bankers Club on Friday and I'll tell you why we can't lend you more than ten million on the collateral you offer.

"By the way, I'm taking your small daughter to the circus next Saturday, although you don't know it.

"That's all, Mr. Jones, thank you—oh, you might get the office of the Secretary of the Treasury on the wire, and find out when she is coming up from Washington. I can arrange to see her about the English situation at any time. One more thing—would you mind calling up the British Embassy. Yes, I'll talk to the Ambassador."

Fiction? Of course. Fantastic? Not exactly. I prefer to call it a prophetic close-up of the advancing future when women Owen Youngs will do business with feminine Andrew Mellons; when Poincares will confer with the weaker sex on financial terms of equality, and when women will help shape the affairs of America as they give promise to. They have made a quiet start. Many of them are amazed at the advance they have made.

America's great forward movement today is in business. And women are slowly emerging from the thick indistinguishable mass of "working girls" to the rare brisk ranks at the front. A few decades ago, gentlemen were not found in trade. Today ladies are finding romantic outlet for their energy, skill, taste and human understanding in economic America.

Why is it that most women have so little imagination about industry? In looking for a job they seldom see themselves in the rosy perspective of distant glory. They scurry to the nearest niche, and busy themselves there as long as possible or necessary. Superior personal generalship is lacking.

Before starting her campaign, if she were wise, a woman would sit, metaphorically, before a map of American economic and

industrial life. On it she would see raw materials, manufacture, distribution, transportation and finance—the basic factors that give to the consumer the objects he buys. Endless subdivisions, pleasant toiling fields, intellectual labor, conquests, physical activity, glory, wealth, power and sense of achievement are all there. But the map and the compass must be in the hands of a directing, purposive intelligence. Not a job, but a victorious career is the goal.

Manufacturing

SOME organizations range in size from two workers and a boss to a personnel of thousands. Some are run by uninspired men who work as faithfully as bees. Others by men who work like statesmen, scientists, generals and dramatists. Manufacturing to them is a great and constructive activity that continually challenges their judgment, power, courage, imagination and their knowledge of their public. Such men are the Henry Fords, the du Ponts, the McCormicks. Women whose names have emerged are Mrs. Charles B. Knox and Helena Rubinstein. Mrs. Katherine G. Emmert is manufacturing iron-rust soap in Philadelphia; Miss Ruth D. Beetle is a boat builder in New Bedford, Massachusetts; Mrs. Sara de Forest manufactures varnish in Brooklyn, New York; Mrs. Zella McBerty manufactures electric welding machines in Warren, Ohio.

Some names are in the making, women who are forging ahead today, and may stand out as industrial giants in a decade.

Women use most of the things that are manufactured. Therefore, they should have a hand in their making. Foods, clothing, furniture; bricks, stones, concrete and steel that make their homes and their offices; machinery that makes these products; motors, engines, chemicals, cosmetics, textiles, kitchen machinery, baby carriages—there is little that is made that does not concern women as users or buyers.

Ambitious women have several blind spots, and largest is the one which covers manufacturing. The most important, far-reaching, fascinating and brain-testing of all commercial

industrial pursuits is in the hands of men—women for the large part remaining in the minor clerical or factory-girl and forewoman class.

To be a successful manufacturer today when products are distributed in huge quantities, one must be an extraordinarily keen strategist who handles executives as surely as a general handles his officers. She must jump ahead of the daily routine of management and coordinate in her plans all the processes from the examination of the raw product to its utilization by the ultimate consumer.

The hairpin manufacturer should be interested in the mining of the ore, in the smelting in steel by-products, in alloys, in freight transportation, in tariff, in paper and printing, in chain-store methods and other retail outlets, and in women's fashions. If her interest overlooks any phase, she may lose her business. If the fashion for long hair goes out, the unwary hairpin manufacturer goes out.

The fundamental conditions of all large manufacturers are analogous. But the individual differences are enormous to the individual careerist. Let her consider the following important conditions:

1. The size of the organization. Large organizations are advantageous in certain respects, but not in others. The large organization is sharply departmentalized, so that the beginner must choose her department with care. Only the chief executives supervise many functions. If she wants to be a jack of many trades early in her career, she might better enter a small organization. Advancement usually is slower in large organizations and internal competition is very keen. This is true of responsibility and of salary. Prestige and power are greater for the high officials in a large organization, as a rule.

2. The kind of object manufactured. How stupid it is that people should manufacture objects for which they have no feeling. Yet thousands of them do this. Psychologically, it is silly to expect to do one's best for work that is not agreeable. Imagine a pacifist manufacturing gunpowder. Or a vegetarian manufacturing beef capsules. Yet thousands of men make dresses or sell adding machines who would rather make aeroplanes or sell sporting goods. Other things being equal, choose a congenial industry.

3. Location of the manufactory. Conditions of labor, power, transportation often dictate the location of a plant. Most cotton mills are in New England and the South, for example. To enter certain careers may mean social isolation for a time. That may be

worth while—or not. The purchasing power of money must be considered. A salary of three thousand dollars in one community may be the equivalent of much more in another community. For example, city chain-store groceries sell some foods more cheaply than country stores. Clothing and piece goods are often more expensive in little country stores than in city chain stores.

The Monthly Labor Review of the United States Department of Labor publishes comparative prices of foods. It would be well, before settling in a community because prices ought to be lower, to get exact figures on the main foodstuffs and on rentals from chambers of commerce or other sources of information.

Cultural conditions of a community may be important to consider in appraising the value of a job.

4. Character of people engaged in the industry as a whole. This may be a minor point, but occasionally it is well to consider that one's working life will be spent with one's business associates, competitors and allied workers.

5. Monetary aspects of the manufactory. One enters certain vocations for the psychic increment, for the intrinsic and social importance of the work. Others one enters in order to make money. Let the young careerist face the issue. Let her choose her business with both feet on the ground, even if she decides to keep her head in the clouds. Of the financially remunerative organizations, some pay moderately large salaries all along the line, but extraordinary profits often go only to the shareholders. Others offer opportunities for vast wealth at the top, but progress is slow and painful.

6. Difficulty of the work. Some work is pleasant, and some is hard and basically unpleasant. All this may be unimportant to the woman who is able to adjust herself to conditions of life, and at the same time bear in mind the intrinsic importance of her career. Inconvenient hours, crowded transportation, sex prejudice and trade competition are other factors.

Manufacturing has so many phases that a bright youngster should have little difficulty in securing her first job. Mechanical jobs, leading to supervision and production management; bookkeeping, accountancy, comptrollership, financing and treasurership; clerical work, leading anywhere; personnel management, starting in the personnel department; distribution; purchasing; selling, sales management, advertising, promotion; styling and art direction; scientific research.

Let her choose her branch of work, because it makes a great difference if she is in the advertising department or the engineering department. Let her decide on the final objective—whether she wants to become part owner or branch out for herself. She should manufacture a product she is interested in. She may be a fine piano saleswoman, but a very protesting patent-medicine vender.

Cosmetics is a pleasant field to discuss because most women buy them and use cosmetics and know something about the retail merchandising end of them. But cosmetics is big business because of the vast amount of money and labor involved. American women spend fortunes for beauty.

Food Products

SEVERAL universities give courses on making cosmetics. Thousands of beauty shops thrive all over the country. These are run usually by women who have served apprenticeships in larger establishments, and with some capital have gone out on their own.

But to manufacture and sell cosmetics today requires tremendous capital, just as it does in other fields that deal with generally used products. The field is highly competitive, and retail outlets are not easy to secure without advertising, an extensive sales force and promotional activities of all sorts. It is big business and requires professional organization just as a rubber-tire corporation does. The income of the head of a successful cosmetic business may run into six figures.

Specifically, the cosmetic manufacturer should be able to supervise a chemical laboratory. And she should know something of dermatology and physiology as well as chemistry.

Failing this knowledge, she will have to place this responsibility on a competent associate.

Packaging, finance, wholesale purchasing and marketing, sales management and personnel education are other departments in this industry that are to be found in most other manufacturing industries.

Beginners may start in almost any department at salaries ranging upward from fifteen dollars a week. Later salaries in prosperous organizations run as high as five hundred dollars a week.

The woman who makes doughnuts with a little assistant at her elbow, and sells them to passers-by is a food manufacturer. She

has problems of greater diversity than she imagined before she started her business. She must buy raw products, she must buy cooking utensils, counter equipment, even if that consists only of oilcloth and a few dishes; she must deal with deterioration of supplies and cleaning equipment. Finance, in a small way, and selling are her problems.

When she makes a million loaves of bread each day she has become a major industrial figure and her problems are those of other giant industries.

The distribution and manufacture of food products are infinitely complex in their structure. It takes a large section of human activity to change a grazing calf into the gelatine powder in the kitchen cupboard.

According to a survey made in 1926, the railroads transported 116,980,000 tons of foodstuffs a year. The farm products must be hauled to the local market, and thence through varied and complicated transportation stages to intervening markets shipped by middlemen, brokers or commission men, and then to the manufacturer. After the raw product has been canned, baked, packed, refined, preserved, milled, or otherwise prepared by the manufacturer, it is shipped to wholesale jobbers who distribute it to retail dealers, or occasionally is sold by manufacturers directly to the retail dealers. Over 325,000 grocery stores sell these products. And according to the National Industrial Conference Board, a few years ago, the average workman's family spent 43.1 per cent of his income for food. This gives some idea of the magnitude of the industry in which women can still be pioneers for their sex.

The young woman who has decided to become a food-product manufacturer may start in any of the stops along the way we have just routed—purchasing, actual manufacture, production, research, shipping, advertising, promotion, selling, demonstrating, financial operations and clerical operations.

Mrs. Charles B. Knox, in her chapter *Manufacturing—Food Products*, in *An Outline of Careers for Women*, which I edited, gives an excellent picture of the contributing services and costs that enter into a food product from the time it was taken from the soil to the time it reached the ultimate consumer:

Buildings—rent, light, heat, power, maintenance, depreciation, machinery, tools, material.

Locomotives, cars, trucks, trolleys, wagons, boats, fuel, oil, gasoline.

Wood boxes, barrels, cases, steel, iron, tin, cans, paper, labels, wrappers, cartons, glass, bottles, jars, cloth, cork, leather.

Chemicals, vinegar, salt, sugar, spices, oils, fats, ice, refrigeration, storage, protection, labor.

Handlers, traders, millers, sailors, engineers, railway employees, teamsters, chauffeurs, expressmen, deliverymen, machine operators, mill hands, chemists, cooks, bakers, waiters, butchers, meat cutters, printers, engravers, wrappers, packers, testers, inspectors, shippers, clerks, cashiers, bookkeepers, stenographers, salesmen, postal clerks, telephone and telegraph employees, elevator operators, supervisors, Capital, banks, credit, insurance, taxes, administration. Knowledge of commodities and processes of production: selling, advertising, shipping, markets, traffic, telephone, telegraph, accounting, correspondence, postal department, newspapers and magazines.

The beginner may start at clerical work, or at food chemistry if she has had a scientific education, or in any of the departments suggested above. The best method of getting ahead to executive positions in some organizations is to become a demonstrator. Demonstrators visit grocery stores, talk to housewives and groups. Teachers College in Columbia University gives a course in food demonstration. Salaries for demonstrators are twenty-five to fifty dollars weekly. Lecturers average about fifty to seventy-five dollars.

It is surprising that so few women are food manufacturers. The industry should be theirs traditionally, but apparently the broader and severer implications have not yet attracted them.

Agriculture

GAINFULLY employed in agriculture as a vocation are 1,084,128 women. Millions more receive no pay for their work. Frequently the chicken money of the woman represents the farm's profit.

Women who work on the farm without pay often do severe physical labor. They milk cows, carry heavy pails of milk. They work their own truck gardens. They do excessively difficult tasks, except that in many sections of the country they are not permitted to work in the open fields. Up to the present, most of the farm machinery is used for men's tasks and not for women's. Most women are born to farm work. Many today are studying it seriously in agricultural training schools and colleges. She should study the actual business of growing the things on her farm, marketing, distribution, finance, labor problems, world conditions that may affect her industry, transportation and

general and specific market trends, and mechanics.

There are women owners of large ranches, superintendents and foremen.

Nursery work is a special field in which women have been successful. Many women have taken up landscape gardening.

Obviously, the agriculturist must love the country and a certain amount of isolation. Few branches of agriculture make farmers wealthy. But conditions of labor and yield vary so radically that the sound procedure for the woman who is flirting with this vocation is to write to her state college of agriculture for the facts concerning crops, yield and prices.

Retail merchandising is so new a function of society that men have grabbed it for their own while women have been busy with homemaking. But women have discovered that their job of providing food and clothing takes them out of the home into the retail shops. They now buy one thousand dollars worth of goods a minute. And as retail buyers they see that they ought to be retail sellers, because the two are not so dissimilar after all—in fact, the retail salesman usually aspires to the job of buying from the wholesale markets. And women are going on to that, too, to help the manufacturer make what women, all along the line, want to buy. Because women buy most of the things that are sold over the counter.

In spite of all this logic, women still encounter a great deal of sex prejudice in retail merchandising. Women are buyers in important department stores all over the country. But somehow or other few of them have assumed the massive desk of general managership.

Merchandising

WOMEN'S greatest opportunity today is in retail merchandising. A clever girl, having chosen her field, should be able to find a job in almost any good organization if she says:

"I want to learn the department-store—or specialty-shop—business. I'll take any job you give me at the start. I'll sell safety pins behind the counter or I'll be the stock girl that hangs up dresses. I'll work an adding machine, or answer the telephone in the complaint department. I'll work six days a week, and I'll be content for a while with fifteen or eighteen dollars a week. But you must assure me that if I'm any good you'll give me an opportunity to learn the business."

A personnel manager may send this bright young woman to one of these departments after another until she becomes so important to one that she is kept there until she is needed higher up. She may sell coats at a salary of twenty-five dollars, plus commissions, until her grasp and intelligence get her the job of assistant buyer, buyer and as buyer for several departments.

The buyer purchases from salesmen who come to her, or she may travel to the wholesale distributors, or to the manufacturers. Many buyers go to Europe every year or oftener to select merchandise. This is a very desirable and gratifying duty.

Many stores today employ stylists and fashion advisers whose job it is to know whether articles are beautiful, smart, and whether they will appeal to the public. They work with the buyer who has the business, the financial and the executive end of the transaction in charge. The stylist is a meta-merchant who thinks in terms of psychology, style trends, intrinsic worth and aesthetics.

Marjorie Rosenthal, who resides in Paris, functions for several organizations successfully. Hilda M. Swarth has done such work with distinction. Dorothy Shaver is a meta-merchant of this type of supervisory intelligence.

Some women enter insurance because there is the possibility of making a great deal of money. Some, because the preliminary training is a matter of a few lessons; because one is more or less master of one's time; because the rewards may be immediate. Some, because youth is not essential. One does not have to work up for years through a series of subordinate posts in order to operate successfully as an insurance agent. A woman may sell a policy on her first day that may mean an income for years. The woman with a large circle of relatives and friends of means has a far greater chance of making money in the beginning than a woman without connections. The most difficult task of an agent is selling policies to people with whom one has no personal tie of any kind.

The successful insurance agent, however, carries on intensive and extensive promotional activities to secure business not on a personal basis but on its own merit. Intelligence, tact and ability to work steadily through disheartening and discouraging periods are necessary.

There are opportunities in this field for trained women working in offices: Secretaries, clerical executives, actuaries in legal departments, statisticians, personnel work-

ers, medical examiners and the other positions that are found in all big organizations. Salaries in these executive positions range from \$2500 to \$5000 a year or more.

Real estate is somewhat similar because one may choose one's hours for working, and maintain a somewhat free-lance attitude. But the successful real-estate woman must work very hard with no regard to hours or holiday. Sundays are too valuable for many real-estate women to regard as the day of rest. Katharine W. Seaman and Mrs. A. J. Pendergast are well known. The Real Estate Board of New York has sixteen women out of six hundred broker members.

Remuneration is by commission and this varies considerably. Beginning salaries for renting agents are about twenty or twenty-five dollars in metropolitan regions. Advertising and general promotion work are usually used to build up a clientele. Many of the successful real-estate women specialize in neighborhoods or in types of purchase or rental.

Cosmic homemakers—women who love kitchens, menus, neat piles of linen, washing machines, butcher shops, clean floors, immaculate cupboards, well-trained workers and painstaking activity—will find outlet for their executive and creative talents in restaurant, tea room or hotel management or ownership.

Catering

MORE and more the heads of restaurants, tea rooms, lunch rooms, are women. They are the proprietors. They run businesses that feed armies of people daily. Waffle shops, coffee shops, enormous restaurant chains, are headed by women. Some proprietors have started as secretaries, some as cooks, some as assistants of one sort or another, and some as home-economics experts. Alice Foote MacDougall, Mary L. Dutton, Grace E. Smith are a few.

A few thousand dollars is sufficient to start a small cafeteria or tea room. Profits in the larger chain establishments are millions of dollars.

Beginning salaries are fifteen or twenty dollars a week including meals. Assistant managers of small restaurants get between thirty and fifty dollars. Cafeteria managers rate from \$2500 to \$5000 a year. Often they share in the profits or in the stock ownership.

Menial tasks are often required of the beginner. Unpleasant and inconvenient hours are the rule. But the woman who loves to

run a home, and to run it well, will find homemaking on a large and public scale an enormously gratifying form of endeavor.

Few of the large hotels are owned by women, although one finds housekeepers holding mammoth jobs. In hotels there is a tradition that men start as bus boys and work up to the top through years of effort. It is a tradition that women will recognize as sound, because a good hotel man must understand every department's activities.

Banking

THE woman banking official is usually a charming person who has all the poise and grace of a diplomat. She is dressed simply but beautifully. She wears the unobtrusive jewels of the well-bred woman to enhance her own sense of aesthetic fitness. She talks with clients, business associates and subordinates as perfectly as she talks to her guests in her drawing-room. In other words, she is the twentieth-century equivalent of the successful banker of the 90's who wore silk hat, sideburns, and a gold watch chain over his impeccable waistcoat.

There are dozens of such women throughout the country—presidents of banks in small communities, vice presidents, assistant cashiers and officers in the largest banking organizations of the country.

Supporting their graciousness is the intelligence, the ability to think mathematically and the understanding of financial problems, that permits them to hold important positions with such surety that no aggressiveness is necessary.

Until recently, this field was so eminently a masculine one that few women in their own homes went through the process of filling out their own checks. Today, there is scarcely a bank of importance that has not a woman at the head of a special woman's department.

The goal of the woman banker is obviously an officership. Under this there are many classifications and departments. Secretaries are occasionally very well paid, and such women are often advanced to positions of importance.

There are positions to be had at the statement machines, in stenographic and in filing work. Some women become paying or receiving tellers and from there go on to junior officerships. Women are sometimes appointed to work with customers, which presupposes ability to understand and utilize the entire service functions of the bank. They must understand business credit and broad finance to handle such work effectively.

Banking is fairly remunerative, but bankers deal with money and do not necessarily make it for themselves in enormous quantities. Bankers are salaried officials and their earnings are in this way circumscribed.

Secretarial work is the white-collar job of the woman today. Was a time when girls whom housewifery did not claim took the veil, or taught, became trained nurses, or entered social service. Now, almost every eager graduate of high school or college, whatever her personal taste or talents, rushes to the nearest stationery store to buy a shorthand notebook, for she believes that stenography holds the magic formula which will transmute the essence of scholastic knowledge into the substantial gold of achievement.

Many successful women started as stenographers. Mrs. Cecilia Wyckoff, publisher of the Magazine of Wall Street, rose through sheer ability from the typewriter to the editorial desk and, finally, ownership of her magazine. Her career includes marriage and motherhood—she has two charming children. Lola M. Williams is Vice President Curtis' secretary, the first woman ever to hold such a post.

But not every woman is suited to be a secretary, any more than every woman is suited to be a milliner or a mathematician. To be a good secretary one must enjoy making someone else's work easier, more effective and more enjoyable. One must like routine, detail and a thwarted sense of responsibility, for the private secretary depends on her chief's wishes and spends much energy in imagining his thoughts.

Many secretaries are highly important people, so that the work is advantageous in that respect. One must caution the young stenographer to select her field and her organization with care. For she should work at things that her taste, abilities and training will make pleasant for her.

Secretarial work may include general care of the employer's correspondence and routine affairs, appointments, telephone calls; it may cover financial affairs; it may be executive in its functions. Aside from this is social-secretarial work, and the post of executive secretary to groups or committees, clubs and societies.

Railroading

SALARIES of stenographers vary from about fifteen or eighteen dollars a week for beginners to sixty-five dollars or more for

experienced and highly efficient workers. Thirty-five dollars is the average salary for the experienced secretary who has worked a number of years. Male secretaries usually receive higher pay because of the old idea that men are, per se, more valuable, and because a man presumably has a family depending on him for financial support. This in spite of the fact that many women support parents or younger relatives.

The best way to secure a position is to write very good letters to those organizations one would like to enter, and to ask for an appointment. Excellence is always in demand.

In railroading—grinding steel on steel, unrelenting punctuality, incalculable weather hazards, strong-sinewed sons of toil, and other melodramatic ingredients of 100 per cent masculine conditions—there are 10,350 women employed. Thirty-four are boiler washers and engine hostlers, five hundred and sixty-five are switchmen and yardmen. But few are railroad magnates in the sense

that James J. Hill was or Gould or Vanderbilt. One railroad has a woman president; one, or perhaps two or three, have women secretaries to the president; one has a woman comptroller. There are a few passenger representatives whose work is largely with women passengers and who conduct tours and school excursions. A few women handle the railroad magazines; one is the publicity manager. Margaret Stevens is nationally known.

Most of the women employed in railroading do office work—stenography, telegraphing, clerks, telephone operators. There are also seamstresses and waitresses.

Women are handicapped in railroading because continuity and precedence are important in securing advancement, and tenure of service is a necessary factor toward success. Preliminary training is long and beginning salaries are low. But women are beginning to make good, and their example should be an encouragement to women who will devote themselves whole-heartedly and without interruption to their careers.