AN APPRECIATION OF THE LIFE AND WORK OF THEODORE F. MERSELES

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PRESIDENT
JOHNS-MANVILLE
CORPORATION

Special Edition of

THE JM CIRCLE

A monthly publication by, for and about Johns-Manville Employees

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Accomplishment

OUR late President, Mr. Merseles, stated in its first issue in April, 1928, that the purpose of the J-M Circle is to bring home to all of us the spirit of Johns-Manville — the spirit of growth and accomplishment. He requested all of us to develop ourselves and do our work better so that Johns-Manville would grow and develop.

This message so went to the mind and heart of every ambitious employee in this wonderful organization that the past year has been one of remarkable growth and development. Even more than the increase in volume of sales is the renewed enthusiasm and loyalty with which each one is approaching his share of the great task in making J-M one of the oustanding world-wide industrial organizations.



J. P. KOTTCAMP

All along the line old records are being broken and new ones established. What a few years ago was considered impossible, is now an accomplished fact. No longer do we hear the words "It can't be done," but rather the words of a popular song "Let's do it."

Today all serious-minded J-M employees are doing real constructive thinking, and as a result new and greater ideas are being presented. If they meet the acid test of checking with well known fundamental principles, then they are put into operation and become no longer visions but accomplished facts.

The greatest joy and happiness in life comes from accomplishing difficult tasks in the face of handicaps, and from the knowledge that one is playing the game with all the cards on the table. He who would accomplish most must approach his task with courage and the confidence that by kindliness and a cheerful attitude he may win the loyalty and cooperation of his associates.

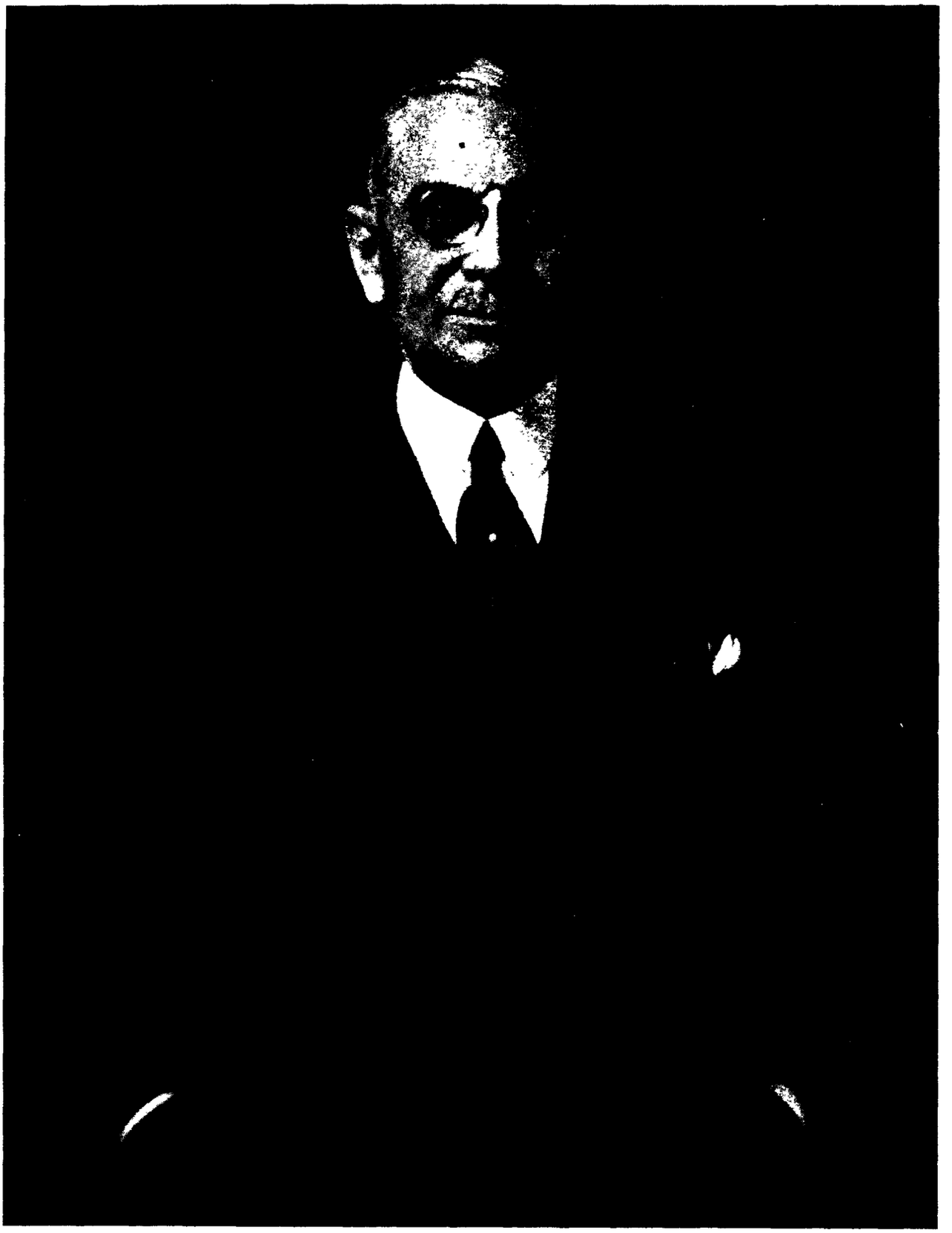
A great business man and educator had as a favorite saying, "Be true to your work and your work will be true to you." We might paraphrase this motto and say to all our fellow employees, "Be true to Johns-Manville and Johns-Manville will be true to you."

In order that this fine old Company may take its rightful place in the industrial universe, it is essential that each one of us do our job in a bigger and better way than we ever thought possible and that we all catch a new vision of the "things yet to be." Let us not look for the "mote" in the other fellow's eye, but let it be our high resolve to remove all the "beams" that obstruct our personal development.

Last October our late beloved President spoke to a group of eighty men in responsible positions at Waukegan Factory. His message will live forever in the memory of those who heard him. As a result of this message a new and wonderful spirit has developed in our men which is leading them with happiness and enthusiasm to the accomplishment of big things. They have caught a new vision of the meaning of service to our customers and their sincere desire is to do their bit in "carrying on" in the spirit of Johns-Manville, "the spirit of growth and accomplishment."

J. P. KOTTCAMP,
Manager, Waukegan Factory.

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THEODORE F. MERSELES
1863 - 1929

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THEODORE F. MERSELES

The Story of a Business Career that Reads Like a Romance

Few men have gained higher pinnacles of business success than Theodore F. Merseles. He has been termed—and rightly so—a master builder of business, a merchandising genius, and a master moulder of men. And we, of Johns-Manville, will also cherish our memories of him as an outstanding leader and as a friend—and find in the story of his life an engrossing narrative of a man who found adventure, friendship, and success in the marts of commerce.

BACK in 1648, a sturdy young Hollander, named Merseles, was one of a group of Dutch colonists who carved homesteads out of the wilderness land which is now known as the Bergen section of Jersey City.

Here, for more than 200 years, dwelt generation after generation of the Merseles family. On August 17, 1863, another sturdy young Merseles, son of Theodore F. and Charlotte J. Thompson Merseles, was born, who was destined to inherit all of the solid, Dutch qualities of common sense and hard work of his paternal ancestors and the adventurous, courageous spirit of the hardy English pioneers from whom he descended on his mother's side.

Theodore Frelinghuysen Merseles grew up in Jersey City, receiving his education in its public and private schools. He finished his schooling at the age of eighteen, and like many another prominent man, started his long career towards success, in railroading.

For 12 years, from 1881 to 1893, young Merseles served, first as clerk and later as stenographer, in the New York offices of the Pennsylvania Railroad and Trunk Line Association. It is interesting to note that W. W. Atterbury, one of his fellow clerks, is now president of the Pennsylvania system.

On October 24, 1888, he married Miss Elizabeth Rich of Jersey City.

Railroading seems to have lost its charms, or perhaps that inborn spirit of adventure, inherited from generations of pioneers—that constant eagerness to tackle a new endeavor—was beginning to demonstrate itself—for we find that in 1893 he traveled westward to the Chicago World's Fair, in search of opportunity.

The great bicycle craze of the Middle Nineties was at its height, and inspired by its possibilities, young Merseles found the first outlet for his instinctive merchandising genius, with a small Chicago concern, the Western Wheel Works. Here was opportunity for a young man with untiring enthusiasm and an inexhaustible stock of ideas—and he soon became Vice President and General Manager. From an unknown concern in 10 years, Merseles' organization, Merseles' ideas and energy built the company into one of the country's leading bicycle manufacturers.

In the late Nineties, the bicycle business became a highly cut-throat competitive battle for supremacy. Out of the chaos stepped young Merseles with a plan for a combine, for which he enlisted the assistance of the late A. G. Spalding and Colonel Albert A. Pope, two leaders in the field. The result was the American Bicycle Company, a $40,000,000 corporation, including 42 concerns making bicycles and accessories. A signal success for a young man of 36—and a forerunner of many similar achievements still to come. As Vice President of the "bicycle trust," he extended its activities into a far-reaching national organization.

One of Merseles' outstanding qualities as an executive was an almost uncanny ability to gaze into the future of a business and to plan his actions accordingly. In 1903, he sensed the advent of the automobile and its eventual replacement of the bicycle. He began to look for new fields of endeavor and opportunity.

He became intensely interested in the remarkable growth and development of the mail order business. Montgomery Ward and Sears Roebuck, Chicago concerns, offered nearby sources of investigation and Merseles, now 40, soon decided that here was an opportunity for a man who had ideas.

Through a mutual friend, Mr. C. E. Kelsey of the Youth's Companion, he met Mr. S. G. Rosenbaum, President of the National Cloak and Suit Company of New York City, who was looking for a man of exceptional ability as an organizer and executive.

The man and the opportunity were admirably suited to each other and Merseles remained with the National Cloak and Suit Company for 18 years, as Vice President and General Manager. From one million dollars a year in 1903, under his leadership, sales mounted steadily until in 1921, when he resigned to become President of Montgomery Ward and Company, the business totaled fifty million dollars a year.

Mr. S. G. Rosenbaum, then President of the National Cloak and Suit Company, paid this interesting tribute to Mr. Merseles upon the occasion of the celebration of his tenth anniversary with National:

"Early in 1903, Mr. Merseles joined our organization as General Manager. We had been looking for a man who could write a message to Garcia and carry it also, if need be. But better still, we found a man who had that genius for organization and administration, that he could gather

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The Merseles home in Bronxville, New York.

around him the men who could write and others who could carry the message. I have always considered the day on which Mr. Merseles came with us as one of the great land-marks of this business. He has made the rough places appear smooth, the hilly ones level. If I spoke volumes, I could give no greater praise than that."

During Merseles' stay with National Cloak and Suit Company, Sears Roebuck had taken the lead in the mail order field. At the end of 1920, Montgomery Ward and Company found itself facing a $9,000,000 deficit. J. P. Morgan & Company, who had become their bankers, began a search for "the best mail order executive in the world"—and again Theodore F. Merseles found new opportunity and new fields to conquer.

At 58, he became President of Montgomery Ward and went back to Chicago in 1921 to assume his new duties, at the beginning of a terrible year of deflation. Here in the short span of six years we read an astounding story of accomplishment—a proof of administrative ability and merchandising genius, scarcely without an equal in business history.

In 1921 a deficit of $9,000,000 and sales of $68,000,000. In 1926 a profit of nearly $9,000,000 and gross sales of over $199,000,000! By 1926, back dividends upon the Class A Stock which had amounted to $4,663,750 in 1923 had been liquidated. The Preferred Stock outstanding amounting to $4,249,800 was retired at $115 per share. The Common Stock had been placed upon a $4 dividend basis. An earned surplus of $23,744,432 had been accumulated. Working capital had been increased to $34,000,000. The number of customers buying from Montgomery Ward & Co. had been increased to over 8,000,000! Merseles with his sound policies, new merchandising ideas, and inspirational leadership brought this pioneer mail order house back to leadership in its field.

What a record of achievement lay behind this general master executive, who had started his career as a stenographer and clerk. Fortune had been good to him—through his own untiring work, enthusiasm and ever-welling spring of new ideas. Business was his joy—his life. He once said "A good many of my friends wonder why I do not retire from business. It is because I cannot. Work is the only recreation and hobby that I have and I should be very lonely without some business occupation. I need the sort of companionship it brings. I want you to know how much I appreciate the good fellowship that has existed between us."

At the age of 64 the average man would have been content to retire, with such a record of jobs well done. But in 1927, J. P. Morgan again needed his assistance and although he knew nothing of the asbestos business and its problems, he resigned as President of Montgomery Ward to become President of the Johns-Manville Corporation, retaining his connection with Ward's as Chairman of the executive committee.

A new venture at 64! And Merseles attacked his last great adventure in the field of business with all the ardent enthusiasm and keen sensed ability that he had at 30!

Reorganization, new sales plans, an intensive analysis of personnel, a compensation plan that opened new possibilities to the sales force, factory expansion, a 20-year program of mine development, a new program of advertising, sales promotion and market analysis—how broadly and with what master strokes of planning, the ground work of the new Johns-Manville structure was laid!

His first message to the organization sounded the key-note of the new order of things: "It is my purpose that Johns-Manville shall start today to advance to the position in the manufacturing and mercantile world that it should rightfully hold—as one of the most profitable, most secure financially, most efficient and best organized institutions in this country."

The accomplishments of Johns-Manville under the leadership of Mr. Merseles are still too fresh in our minds to necessitate repetition. Amidst a year of reorganization and planning for the future, there was little expectation of immediate results, yet at the end of 1928 sales showed a substantial increase and profits jumped 36 per cent! New merchandising plans and new products—a complete rejuvenation of sales, factory, accounting and adver-



An informal picture of Mr. and Mrs. Merseles, taken while on a visit to Scotland

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tising plans—the first General Conference, at which 90 chief executives of Johns-Manville met to discuss and determine policies and programs—the establishment of a Sixty Million Dollar Sales Goal for 1929—these are the peaks of Mr. Merseles' first year's achievements with J-M.

It seems scarcely possible that in the short span of 18 months so much could have been accomplished—that the spirit of the new Johns-Manville Corporation, as embodied in Theodore F. Merseles, could have so completely won the support, respect and affection of this far-flung national organization.

Early in January of this year Mr. Merseles, accompanied by his wife, left for a combined business and vacation trip to California, with the intentions of recuperating his strength for the year's work to come. As was usual on his vacation periods, he found his recreation in a rapid series of visits to the various Coast Division Offices, the Celite plant at Lompoc and in a constant succession of interviews and sales meetings.

On Thursday morning, March 7, the entire Johns-Manville organization was stunned at the telegraphed announcement that Mr. Merseles had passed away, as the result of a sudden heart attack, at ten o'clock Wednesday night in the Del Monte Hotel, Del Monte, California. Mrs. Merseles and the eldest son, Herbert E. Merseles, were at his bedside.

Funeral services were held at the Dutch Reformed Church, Bronxville, N. Y., on Tuesday, March 12. The honorary pall bearers included F. D. Bartow, S. B. Bowman, W. L. Brann, A. H. Brown, Donald Campbell, Thomas Cochran, Arthur W. Cutten, George B. Everitt, Robert D. Garden, H. E. Gregory, L. R. Hoff, F. L. Holt, H. A. Johnson, Jr., Fred J. Keer, W. A. McKenna, A. A. Mills, E. A. Morange, Floyd W. Mundy, R. J. Raney, A. G. Rosenbaum, W. R. Seigle, Walter S. Sullivan, E. M. Voorhees, George Whitney, and C. L. Woolley.

Few men have led lives so filled to the brim with accomplishments as Theodore F. Merseles. His death removes from the world of business one of its outstanding figures—one of its most famous organizers and managers of men—and we, of Johns-Manville, shall miss and mourn a great leader and a well beloved friend.

There should be no such thing as a "complaint department" in any business, Mr. Merseles said. It should be known as a sales promotion department and should be handled on that basis.—*St. Paul Pioneer Press*, June 12, 1923.

* * *

He approved of women in business, and once said a business woman made the best sort of wife, because she knew the value of a dollar and how long it takes to earn one.—*The New York Times*, March 8, 1929.

* * *

He does not pose as a financier, but he is one—one of the progressively conservative sort.—*Boston News Bureau*, October 3, 1922.

* * *

From the time Mr. Merseles began to sell bicycles his advertising slogan has been "for the masses." "Find out what most of the people want," he advises, "advertise it to them at the lowest possible price, give them real value and service and then the rest of the troubles in your mail order business will take care of themselves." —*Printers Ink Monthly*, March, 1922.

Mr. Merseles has climbed from the bottom to the top. He knows the struggles of trying to get ahead. A young man recently asked him what were the elements necessary to success. In his reply, Mr. Merseles, among other things, said: "When I see a young man who is constantly reaching up for something a little higher, a little better, who is trying to broaden his mind a little more, always trying to inform himself, one who is eager to absorb knowledge from every possible source, then I know he is one of the right sort, because that sort of ambition usually means achievement. Mere ambition will not strengthen you a particle unless you go to work on your plans. You might stand in a gymnasium and look at the apparatus as long as you live and not get any stronger. It is the actual doing of things that develops and strengthens young men."—*Chicago Journal of Commerce*, May 28, 1923.



The Dutch Reformed Church in Bronxville, where the funeral services were held.

* * *

He had no hobby, unless it were the development of young men, including those in his organization. He belonged to a country club, but very rarely played golf. He did not enjoy cards, and got most of his recreation from his associations and his work, even passing many of his vacations on visits to plants, talking to factory heads, salesmen and customers.—*The New York Times*, March 8, 1929.

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Tributes from Friends and Associates

MY FIRST and only intimate contact with Mr. Merseles will always be associated with our First General Conference.

We came expecting to meet a Captain of Industry. We did.

But we also met a kindly, friendly, gentleman.—C. G. DANDROW, *Staff Manager*, Paper and Lumber Industry Section.

• • •

Although with us for so brief a time, Mr. Merseles has given us much to be grateful for, but finest of all he leaves with us a new spirit in business progress and human kindness, a gift that we shall treasure the more highly as we grow that spirit within ourselves.—H. A. KIESELBACH, *Staff Manager*, Insulation Section.

• • •

Our President epitomized to me everything that a man should be — a sterling character, kind and considerate of others, a real leader in business and an outstanding figure in everything that he ever lent his hand to.

His inspirational leadership cannot help but be of great value to younger men. His associates in business will always cherish his counsel, advice, and more than that, his always willingness to listen to the troubles of others. He reached his goal, carried on, and his monument is a perpetual one of achievement in the realm of business.

There are those who are as sunbeams
As they go their daily rounds,
They are worthy of remembrance
For but seldom are they found;
So I pay this humble tribute,
Though it needs a worthier pen—
To a Prince of nature's moulding,
One who loved his fellowmen.

—GEORGE A. NICOL, JR., *Vice President and General Sales Manager*, Railroad and Government Department.

• • •

My memory of Mr. Merseles includes one outstanding incident in our all-too-brief period of friendship—for he had proved himself my friend.

Previous to last Christmas Eve his interest in my departmental affairs had been surprisingly keen for one so new to a strange Company, but had been entirely of a business nature. On that occasion I went to his office to bid him a Merry Christmas and extend my best wishes for the coming year.

He did not see me immediately upon my entrance, but upon hearing my greeting looked up quickly, rose hastily and took a step toward me, hand outstretched, and his salutation was "Hello, Jake! I am awfully glad to see you; aren't things going just fine and don't you think we are headed for a great year?"

Naturally I was taken aback for the moment by the heartiness of the greeting from one whom I respected so highly and whom I had no idea even knew my given name. He very quickly placed me at my ease, chatted for a few minutes, and I took my departure most thoroughly impressed with the true greatness of a very big man.—J. M. BERDAN, *Staff Manager*, Industrial Roofing and Building Materials Section.

• • •

I feel we have lost one who was both an able leader and a man. During his short stay with us I came to know him, his fairness and lovable qualities; it was an honor to have been associated with him.

I deeply feel not only the loss of a respected chief but the guidance of a dear friend. —C. J. BECKWITH, *Staff Manager*, Transite Section.

• • •

We have lost a leader and a friend. His short tenure has shown his leadership. Our short acquaintance with him has proved his friendship. Those who were fortunate enough to meet him personally were uplifted and inspired by both qualities. His courage, his vision, his far-seeing policies, are ours to inherit, ours to carry on. His memory will inspire us to further effort. His vision will be realized. He has not left us floundering in an unknown sea. His lieutenants will carry on the work he so ably planned.

We of the Johns-Manville Corporation must be united in our determination to make this plan a realization and a fact.—J. J. GREENE, *Staff Manager*, Electrical and Public Utilities Section.

• • •

President Merseles brought a wholesome flavor to Johns-Manville that was not long in spreading through our entire Company.

The high regard and respect of J. P. Morgan & Company for Theodore F. Merseles is best expressed in the following personal statements from four partners in that firm:

Theodore F. Merseles was a great merchant and leader. He had the touch of genius so that whatever he undertook prospered. He was one of the highest type of American, a great organizer, a loyal friend, and a devoted father. He created greater opportunities for countless men and women.

The ending of his career of service imposes a real obligation on us. He left us standards to uphold and goals to reach. We who knew him enjoyed a great privilege. We must see to it that the confidence he reposed in us is one we are worthy of and in carrying out his unfinished work let us be sure that the results we accomplish are of the character he would approve.

FRANCIS D. BARTOW.

• • •

Twenty-two years ago, the day I met Theodore F. Merseles, he challenged my vivid interest. As my friendship with him grew, this interest deepened, by reason of his high character and fine qualities of heart and mind. The inspiring leadership he displayed throughout his remarkable career will always stand out as one of the landmarks of my business life. His great qualities of leadership were not only illustrated by what he himself was, but, even more, by what he made of others. No greater tribute can be paid to him than to point to those men whom he has left behind in this organization who, under his training and leadership, have become so eminently qualified to carry on in his absence and bear the torch that has fallen from his amazing hands.

THOMAS COCHRAN

• • •

The close contacts which Mr. J. P. Morgan and his partners had for many years with Theodore F. Merseles had led us to admire him as a man of great energy, extraordinary organizing ability, imagination and integrity; had brought us to look upon him with affectionate regard as a companion and friend. The American business world, and we in particular, are losers by his untimely death.

THOMAS W. LAMONT.

• • •

It is difficult for me adequately to express the loss that the death of Theodore F. Merseles is to all of us. His outstanding ability as a great merchant is too well known to need comment from me, but I have been deeply impressed during the past two years with his ability to create and maintain the devotion of those with whom he worked. To this quality we are all greatly indebted, for in the relatively short time since he became President of the Johns-Manville Corporation, he has built up an organization and has rounded out the corporation to a point that I have the greatest confidence in its future. The loss of his personal touch is irreparable, but I am secure in the knowledge that his policies are in strong hands and will be carried to a successful fulfillment.

GEORGE WHITNEY.

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Possibly this little side-light will show how in so short a time the late President obtained such a hold on the loyalty and affection of the organization.

Upon my recovery from a desperate illness I was summoned to his office where he told me he wished to assure himself of my fitness to again begin working. His interest was live and sincere and his thoughtful act in the midst of a busy day left a deep and lasting impression on me.—GEORGE V. CHRISTIE, *Staff Manager*, Insulation Section, Merchandising Department.

. . .

A conspicuous feature in the hundreds of letters of application which have reached the Personnel Department has been the desire of the applicant to be associated with Theodore F. Merseles himself. From many sources these applicants knew of his personal interest in all Johns-Manville employees and desired to have the advantages of those working in close association with him. Not only did constant examples of this feeling emerge by daily correspondence, but many already holding excellent positions were attracted to the Company by the President's success in selecting and developing men.—JOHN SANDERS, JR., *Manager*, Personnel Department.

. . .

My memory of Mr. Merseles will be of a gracious friend—strong, wise and kind, more than a superior officer and an executive of supreme attainment.

Every contact with him was helpful and inspiring, his every word an aid to faith, confidence and zeal.

To achieve notably and yet—greater than this—to acquire and retain the personal fealty and the affection of those he governed, that was his record.

A gifted, just and able leader, human and with understanding; his greatest monument will be the lives he helped, the benefits brought to thousands by his genius.—F. W. ROWE, *General Purchasing Agent.*

. . .

At the General Conference last September, for the half-hour before the final banquet, a number of the men were gathered together in the center of the room singing some of the old songs. Shortly afterward, our late President entered with the other members of the Board of Directors. Within a few minutes Mr. Merseles left these gentlemen and came over to our group of singers and entered completely into the spirit of the songs—another striking illustration of the *humanness* of this Great Leader. He lost nothing of his greatness by mingling with his fellow men, yet this close contact enabled him to transmit his personal magnetism and inspiration to those around him.—A. A. BECKWITH, *Manager*, Procedure Section.

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As indicating the intense interest in the personnel of the Company, Mr. Merseles emphasized, in every interview, the wish for desirable additions to our lines—to broaden the scope of the salesmen — so that they could make more money. One of his outstanding desires was to make financial security and contentment possible for every J-M employee.—E. V. RINEHART, *Staff Manager*, Engineering and Development Section.



Springtime—and fragrant blossoms.

. . .

I have been with the J-M organization for 43 years, but my duties did not bring me in personal contact with Mr. Merseles and I had probably not talked with him more than two or three times.

The afternoon before Christmas my telephone bell rang, and on picking up the receiver I heard a voice at the other end of the wire say:

"Mr. Merseles speaking. I am one of the newest men here and you are one of the oldest. I want to wish you a very happy Christmas and hope we will be associated with each other for many years to come."

This message gave me more gratification than I can express, and is typical of the man who endeared himself to all.—F. J. JEWETT, Eastern Division.

. . .

Last New Year's Eve I was called on the telephone by Mr. Merseles who wished me a Happy New Year and hoped I might enjoy many more. I mention this incident as illustrating the humanness and thoughtfulness of this man, who in the midst of many trying cares could yet find time to speak a word of cheer to an employee. No wonder that all who have come in contact with him became inspired with loyalty and devotion to his objects and aims.—W. W. HANOLD, General Industrial Department.

. . .

In scarcely two years' time, Mr. Merseles established himself in the affection as well as the esteem of the entire organization. One of his outstanding accomplishments was to make each of us, as individuals, feel that he was personally interested in our success.

The effect of his inspiring leadership has been apparent from the start. A new enthusiasm has spread throughout the organization as a result of his personal and yet impartial interest in every employee.—P. A. ANDREWS., *Assistant to the Vice President in Charge of Sales.*

. . .

Mr. Merseles was first a leader that one *wanted* to follow, not by reason of his office but rather because of the man himself—his ability and his personality. He always instilled a feeling of appreciation, by his personal interest, for everyone's work from the highest to the lowest and it was sincere.—F. J. WAKEM, *Staff Manager*, Power Specialties Section.

. . .

Mr. Merseles has left me with an example of fairness and vision which will ever be a guide.

He counselled that all results should be used as analyses of performance to eliminate future pitfalls.

I shall cherish his eminent fairness and inspiration to truthful expression of differences of opinion, even though they differed from his own.—J. T. SPICER, *Staff Manager*, Automotive Section.

. . .

Mr. Merseles had the happy faculty of making his leadership inspirational in a very direct personal way.

I would rather have had his personal leadership for five years during the formative period of my life than anything I can conceive of in the way of cash capital, and would have had a wonderful time in the building.

On several occasions I found it necessary or desirable to bring him into direct contact with clients of the Company, and it was a joy to watch the sure and deft manner in which he brought them under the spell of his magnetic personality and charm.

The momentum that his leadership provided will carry me along inspired for years.—R. V. PARSONS, *Staff Manager*, Acoustical Section.

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I shall always cherish as a personal remembrance of Mr. Merseles that wonderful new spirit of bigger and better things for both our Company and its individuals which was so firmly established by him. We called it the new Johns-Manville spirit, but as a tribute to Mr. Merseles, I think we should refer to it in the future as "the Merseles Spirit."—E. H. YOUNGLOVE, *Staff Manager*, Steel Section.

. . .

We have lost our great Leader—broad-minded, fair and a charming gentleman. These characteristics magnified themselves during his active 18 months with Johns-Manville and permeated the organization. Every person with whom he came in contact was inspired to better things and life was happier because of his influence. He was a man of rare vision and constructive ability, possessed of uncommon common sense. His sympathetic understanding and appreciation of humanity, human beings, and human endeavor was one of his delightful traits. He never preached the Golden Rule, but he was one of its most ardent practitioners.—J. S. CARROLL, *Vice President and Manager*, Industrial Department.

. . .

No one could be in his presence even a few moments without a full realization of his splendid personality, his unsurpassed vision, and his great sagacity. Withal he was a kindly man whose words fell upon our ears with deep significance, inspiring us to greater care and mightier deeds in all our affairs. The fine example of his life shines like a beacon to guide the future which he could so clearly see and so eloquently describe. His spirit which radiated so generously from his great personality will animate me and my associates in appreciation of his honored memory.—SYLVESTER L. WEAVER, *President*, Weaver-Henry Corporation.

. . .

Mr. Merseles impressed me by his concentration on the matters in hand, his desire for all facts, his will and courage to do what he considered was right and, above all, the fact that he never forgot the human side of all problems. In this last respect he was like that other great leader, Abraham Lincoln, who so often used a humorous story for illustration.

My greatest tribute to him comes in a sincere desire that Johns-Manville will follow all of his policies to a successful completion, and thereby set up a business organization which will stand as a monument to his genius and leadership.—MYRON H. CLARK, *General Planning Manager*.

. . .

To know Mr. Merseles was to respect and admire him. His dynamic personality and his intense interest, keen insight and quick comprehension of any new problem presented to him, always inspired me. The human side of business was always foremost in his mind and his greatest pleasure seemed to be to help his associates develop and grow.—E. H. BERGER, *Consulting Chemist*.

. . .

While my personal contact with our late President was somewhat limited, I have never failed on those few occasions to be inspired and strengthened by his magnetic and lovable personality, quick comprehension and constructive comments. One outstanding characteristic of the man was the thoughtfulness and consideration shown his subordinates all the way down the line.—W. H. LAWRENCE, *Staff Manager*, General Waterproofing and Industrial Flooring Section.

. . .

The spirit of our President is still with us. We cannot lose in a day, a month, or in the years to come, that enthusiasm with which he has imbued us. His ideals, ideas, and constructive plans will guide us in our efforts to gain that objective which he had set.—F. P. BYINGTON, *Staff Manager*, Architects Service Section.

. . .

My first conversation of any length with Mr. Merseles was a trifle over a year ago, when he appointed me Sales Promotion Manager of the Company. On that occasion he outlined in very simple fashion his conception of the duties of the department.

"Imagine," said he, "two men meeting on a train, one who has just been appointed a J-M dealer in Toledo and the other a successful J-M dealer of many years' standing from Cincinnati. The Toledo man naturally wants to know how the Cincinnati man has made good—what lines he pushed, how he made sales, what advertising he did. You can see how for several hours, point after point could be brought up and discussed in making clear just what steps the Cincinnati dealer follows." And wheeling around in his chair to face me, he said: "Getting down on paper these ideas that have proved successful so that all of our organization can see and use them, is the work of the Sales Promotion Department."—A. V. FARR, *Staff Manager*, House Insulation Section.

. . .

Johns-Manville has not lost Theodore F. Merseles. Scores of us who knew him intimately will miss his genial smile, his guiding hand, and his personal friendship—we will miss his unerring counsel and the inspiration of his active leadership—but let us not forget that he leaves behind him a heritage of loyalty, affection and enthusiasm—and a well defined plan for the future that will live on with Johns-Manville for years to come.

The Pilot has gone—his task is well done. His skillful hand has guided us safely through many shoals during the past year and a half. And Theodore F. Merseles leaves for the new helmsman a well charted course to the success which must be the end of a task so admirably begun.

Pages can be written about his merchandising genius, his skill of leadership, and the organizing ability that marked his career—but not one of us can record the true measure of his human understanding of men and their problems, and his remarkable capacity for winning the sincere admiration, affection, and loyalty of every member of his organization.

That friendship which he so completely won from all of us isn't going to be forgot-





When summer brought its languorous days to the garden at Bronxville, it found Mr. Merseles busily thinking, as usual, with his dog as an understanding and silent companion.

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ten. That staggering feeling of personal loss which each and every one of us struggled with when we heard that he had gone will be translated into greater effort to carry out his plans and his ambitions for J-M.

I shall cherish my memories of Theodore F. Merseles — and I know of no greater tribute which each of us can pay to him than to carry on our particular activities along the lines which he recommended—with the same enthusiastic loyalty and sincerity which we pledged to him. —KEN R. DYKE, *Sales Promotion Manager.*

. . .

Mr. Merseles' memory of names and faces, and his knowledge of and interest in our activities outside of business as well as in our every-day business affairs was nothing short of amazing. Quite early in my acquaintance with him I was impressed with this fact when, at a chance meeting with him in a Division office far removed from New York, Mr. Merseles greeted me cordially and commented in a most friendly way on my personal hobby of flying, which, up to that time, I had thought he knew nothing about. Under the circumstances I should not have felt badly had he not recognized me at all because the meeting occurred at a place so far distant from where he might have expected to see me. Therefore, I was all the more impressed with his memory and his personal interest.—L. B. MCMILLAN, *Consulting Engineer.*

. . .

Contact with Mr. Merseles was an inspiration that introduced into whatever was to be done, a new element of personal pleasure and satisfaction and an added determination that it should be done well.

Because of the familiarity with his fine personality and sound policies gained from others in the daily business routine, this feeling of personal acquaintanceship, I believe, was participated in by the great majority of those in the organization whose work had not yet brought them into personal contact with him.

The opportunity before us to carry on his program and to accomplish his ambitions for Johns-Manville and for ourselves is not lessened, but the individual responsibility is greatly increased, by the loss of his superb leadership.—J. O. LITTLE, *Supervisor,* Market Analysis Section, Sales Promotion Department.

. . .

To work with Mr. Merseles was a pleasure and his kindly interest in all Johns-Manville men is aptly expressed by his statement, "I want every man in the Johns-Manville organization to feel that he is in business for himself."—C. F. AMES, JR., Roofing and Building Materials Section.

. . .

Mr. Merseles had the spark of humility with the power of his authority, the quiet manner of the strong-minded. He created and stimulated an organization morale that will be hard to down. No one could fail to recognize his abounding interest in the welfare and progress of every individual associated with him.—R. E. DRAKE, Roofing and Building Materials Section.

. . .

Although my contact with Mr. T. F. Merseles was very brief, it was sufficient to give to me a clear-cut picture of his remarkable ability and his kindly disposition. His ability as a Leader of Men, and his success as a Builder of Institutions, were most outstanding, yet the humanness and direct simplicity which characterized his life and thoughts will remain paramount in my memory of Mr. Merseles.

The employees in the recently acquired Banner Rock Section of Johns-Manville join me in expressing our sincere sympathy to the Merseles family. We also express our gratitude to the Board of Directors for the assurance given us that the Merseles' policies will be continued. —C. H. HALL, *Staff Manager,* Refrigeration Section.

. . .

Theodore F. Merseles in welcoming the Celite men into the Johns-Manville organization left an unmistakable impression of a leader and a man of rare business acumen. From daily contact we found in him an unusually sympathetic and kindly nature, coupled with marked ability and enthusiasm. We all realize the personal advantage of his association, and cannot but feel his determined will to carry on. —E. S. CROSBY, *Staff Manager,* Celite Products Section.

. . .

Destiny has granted us a few of the last moments of a nationally renowned Leader, a Leader whose ideals gave us a new outlook on Life and stimulated Loyalty to the superlative. It would be his wish for us to "Carry on," proffering as great a loyalty to our new Leadership.—R. S. GARDNER, *General Superintendent,* Asbestos, Quebec, Factory and Mines.

. . .

While radiating keen modern business organization, Mr. Merseles' human, kind attitude was almost a revelation.

No man ever impressed me as being more sincere. Though now gone, the seed he has sown will surely bear fruit, and Johns-Manville continue on the forward march to reach the goal which was his ambition. There could be no greater monument to his

Destiny in its rhythmic cycle has brought us to the time when Our President has been called to another field. Because of the great service that he rendered to this organization—it is but proper that we should pay him tribute.

Mr. Theodore F. Merseles was one of the greatest business executives in this country. The foundation of his character was a straightforward, simple, fundamental honesty. He knew intuitively what was right. There was never any compromise with the dictates of his conscience.

He was endowed with a marvelous personality, so magnetic, that he won wherever he went—not merely friends—but followers. Although business was a serious game, his sense of humor never deserted him. Men of high or low degree he met on the same common level of simplicity and sincerity. To him an organization was never a mere numerical quantity, but an association of INDIVIDUALS. *No matter how many customers his organization served—each must be considered as an individual friend.*

His insight into the hearts and minds of his fellow men was remarkable. His vision was far reaching. He was gifted with a creative imagination that was intensified through 30 years by his plan of bringing at least one New Idea into the business every day.

It was his policy never to ask anyone to do anything he himself would not have been willing to do under similar circumstances. The spirit of cooperation pervaded every organization that he built. He believed in and trusted those associated with him.

But his real genius lay in his ability to inspire men. Impossibilities were turned into accomplishments. What in the ordinary course of evolution might be expected only of the future, he made a reality of today. And the greatest reward of those who helped him was the smile that came into his eyes, as these ideas were transformed into achievements.

Underneath the outward semblance of the practical business executive he was an idealist. His mission in the world was to help make it better. Business and profits were a means to an end. Helping those who worked with him to greater growth, prosperity and happiness was the goal he sought and the things from which he derived the greatest joy.

The business world and we here have suffered a great loss. The greatest tribute we could pay him and the one he would appreciate most, is that we as an organization dedicate ourselves to the task of bringing to full completion his vision of the service that this organization should render to its stockholders, customers and employees.

My personal feelings toward him need not and cannot be expressed. He was my ideal of what a business man, and friend should be. My loyalty to his memory and to his methods and ideals will continue into the future.

Words cannot explain genius—nor life. But of this we can be assured. His ideals—here and in the years gone by—have touched the lives of many men and women and like acorns cast from the mighty oak, will grow and multiply.

LEWIS H. BROWN

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memory than this attainment.—P. J. BRENNAN, *Toronto District Sales Manager*, Canadian Division.

• • •

The loss of our late President brought forth expressions of sorrow and sympathy from all members of the Nashua Organization. It was recalled how quickly admiration for his plans, his policies and his splendid leadership replaced the natural feeling of uneasiness which existed when he first took office some 18 months ago. Executives who had met him personally told of his wonderful personality, his fairness and sympathetic understanding. Members of the organization who had never met him spoke particularly of their feeling of having had personal contact with him, a feeling which had come through knowledge of his methods and through his messages in the Circle, especially his New Year's Message of this year.

We all feel that we have lost not only a great Leader, but a real friend.—J. C. MACILDOWIE, *Superintendent*, Nashua Factory.

• • •

News of the death of Mr. Merseles came as a distinct shock to the employees of Waukegan Factory.

Mr. Merseles' last visit to Waukegan Factory will never be forgotten. At that time he addressed the executives, foremen and sub-foremen. The simplicity of his expression and the easy manner in which he explained his plans bespoke his greatness. His remarks left an everlasting impression on all and the applause that greeted the conclusion of his talk attested the fine spirit he aroused. After the meeting he shook hands with the men as they filed out and extended to each a pleasant greeting that had a lasting effect.—H. W. DEIBLER, Waukegan Factory.

• • •

During the past year and a half Mr. Merseles made several trips to Waukegan Factory. On all of these trips he did not seem particularly interested in seeing the physical equipment of the factory, but his main questions were centered around our man-power. He stated very clearly that his whole thought for the future of the J-M organization centered around men and ideas. He made it a point to personally interview each man holding any position of responsibility at Waukegan, and every man interviewed came away with the distinct impression of the greatness of our departed leader, and also with the desire to give every ounce of energy and enthusiasm to carry out the plans and policies of Mr. Merseles. His very presence was an inspiration to those with whom he came in contact.

I distinctly recall Mr. Merseles' last visit to Waukegan. It was my pleasure to meet him at the Railroad station, and as he stepped off the train a smile was on his countenance and he greeted me with a cheerful "Hello" and a wave of the hand. To me this demonstrated that his very greatness consisted of his extreme simplicity and modesty.

Every member of the organization has resolved to be true to the high ideals set by our late President, and to carry on with energy and enthusiasm so that the results obtained will be all that Mr. Merseles so heartily desired. We of the Waukegan Organization know that both our lives and work will be bigger and better for the privilege of having served under a leader such as our late President.—J. P. KOTTCAMP, *Manager*, Waukegan Factory.

• • •

The memory we will cherish of Mr. Merseles is our first meeting with him.

His whole conversation was not of business, but of the personal welfare of the men under his guidance, showing us that he had a fatherly interest in each and every one of us.

The interview left us impressed in no uncertain manner that our future welfare was absolutely safe in his hands.—L. PAPINEAU, *Montreal District Sales Manager*, Canadian Division.

• • •

The greatest tribute I can make to our late leader is to recall the wonderful influence and sound effect of our First Annual Conference throughout which Mr. Merseles' genius was always to the fore. The influence of such a man can leave no other than a profound and lasting impression throughout the Johns-Manville Organization.—F. J. C. BELL, *Vancouver District Sales Manager*, Canadian Division.

• • •

Modest in demeanor but impressive in forcefulness of argument in putting forward his policies. These, whether directly or indirectly received, bore the unmistakable characteristics of the man and carried conviction by their very logic and fairness. The effect was that of pyramiding upon the old "J-M Spirit" the indomitable "Merseles Spirit." May that spirit continue to fire us to bring about complete fruition of these plans and policies of this Great Leader to

In view of the great loss sustained by our Company in the passing away of our President, I wish to make a personal appeal to the Sales Organization to assume the great responsibility of maintaining the morale which has been established on such a high plane during his leadership.

With the positive assurance that the wise and progressive policies instituted by our late President will be definitely followed through, it is the duty of every member of the organization to carry on with even greater determination than ever before to the end that we may be true to the memory of our Great Leader and bring into fullest realization the aims and ambitions which he has left as his legacy to us.

May I personally ask that out of loyalty to this grand old Company, and to the memory of our departed Leader, you will pledge with me, our unstinted effort to carry on, with the fullest confidence in the future, his plans and policies which we are all convinced will bring to the Company and to each and everyone of us the fullest reward.

L. R. HOFF

Those who knew Mr. Merseles, even slightly, were very fortunate, but those who worked very closely with him had the rarest of opportunities. His keen insight into human nature and the magnetism of his personality formed the basis for the inspiration of his leadership which is of the nature of those things that do not die.

E. M. VOORHEES

One need not have been the lifelong friend of the late Theodore F. Merseles to pay tribute to those sterling qualities of character he possessed which so excited our admiration. During the short span of time it was our privilege to be associated with him, the power of his personality made such a lasting impression upon us that with pardonable pride we could testify to his ability as a leader who had little difficulty in gathering around him the right men to carry out his policies and advance his plans; as a man of keen vision who displayed genius in attacking his many daily problems; as one who seldom erred in his judgment of human nature, but commanded the respect and loyalty of those whom he trusted; as one who combined with the sagacity of age the enthusiasm of youth, and with advancing years geared himself to higher speeds, ever keeping his eyes focused on the course that he had mapped out; and who, above all, was the soul of honor, always kindly and considerate of the welfare of those employed in any undertaking with him.

We could use superlative upon superlative in attempting to define this impression that he made upon us, but in the final analysis I am positive that everyone who knew him and loved him would join me in saying that the results of his labors are too obvious to need recounting—words seem futile, phrases seem trite, and we shall leave unsaid but keep forever in our hearts the memory of that intangible something which made him the man we were proud to call our Leader.

W. R. SEIGLE

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which we pledge ourselves to the fullest.—C. H. SHOEMAKER, *Vice-President*, Canadian Johns-Manville Company, Limited, Asbestos, Quebec.

. . .

In all my too few personal meetings with our late President, not one will ever be forgotten, because of his unfailing interest in the matters that particularly affected the Canadian Division. His kindly consideration for the individual employees and regard for their welfare was unmistakably apparent. His readiness to discuss matters of vital interest to the Johns-Manville Corporation's progress and his attitude of determination to make such progress possible, was always in evidence—and after the all too few months that he was allowed to lead, the results of his purpose and foresight are manifested in our Corporation's standing and progress today.—W. M. HILLER, *Vice President*, Canadian Johns-Manville Company, Limited.

. . .

His generous concern for the welfare of everybody in the organization was remarkable and although he was with us for such a lamentably short time, I know his standards of conduct and high ideals will always live as part of the Johns-Manville tradition in the Winnipeg District.—T. CARLYLE, *Winnipeg District Sales Manager*, Canadian Division.

. . .

It was my pleasure to meet the late Mr. T. F. Merseles on his visits to Manville. He impressed me as a man of genuineness and of sterling qualities, and he will be missed by all of us.—JOSEPH CLARKE, Manville Factory.

. . .

It was with the deepest regret that I learned of Mr. Merseles' death. Although I have not been in personal contact with Mr. Merseles, I feel that this Company has lost a great asset, and that we as individuals have lost a real friend.—HARVEY S. SMALLEY, JR., *Superintendent of Roofing and Asphalt*, Manville Factory.

. . .

He was one of the biggest and greatest men in the country as an organizer and executive, and I think if we work along the lines he has laid out for us Johns-Manville will become the foremost company in the United States of America.

The Magnesia Plant wishes to extend its sympathy to his family for the loss of husband and father and to the Johns-Manville Corporation for the loss of its esteemed executive.—G. BOESEL, Magnesia Plant, Manville Factory.

. . .

It was my pleasure and privilege to meet our late President, Mr. T. F. Merseles, on his first and two subsequent visits to Manville. On each occasion his cordiality had the genuineness typical of a man of his character.

How true are the words of Browning:

"That low man seeks a little thing to do,
Sees it and does it:
This high man, with a great thing to pursue,
Dies ere he knows it."

—FRANCIS E. PARTRIDGE, Manville Factory.

It was with a deep feeling of sorrow and regret that I learned of the death of our president.

I admired his humane qualities and his ability as an executive. His death is a loss to each individual in the Company.—E. T. SHANAHAN, Manville Factory.

. . .

The Johns-Manville Corporation has lost a great leader, and J-M employees a great friend. Just when we realized his greatness we lost him. May he live forever in the memory of the J-M employees.—PAUL BANOVICH, Manville Factory.



On deck—bound for Europe.

Even in the short time Mr. Merseles was with us, every individual that had the great honor of coming in contact with him personally, loved and respected him. His utterances and acts encouraged every individual to put forth his greatest effort to carry on his wishes, and there is no doubt but that his progressive policies will be followed to make this Company greater, and to benefit every employee.—GEORGE CHRISTENSON, Manville Factory.

. . .

Along with rare administrative abilities Mr. Merseles possessed a personal touch which enabled him to weld together the rank and file of a gigantic organization. The loss is not confined to us alone, however, since the entire business world will mourn the passing of one of the outstanding exponents of twentieth century industrial management.—M. J. BOYLE, Erection and Repair Department, Manville Factory.

It was not my privilege to meet Mr. T. F. Merseles on any of his visits to the Factory, but I looked up to him as a great leader of men.—J. J. EGBERT, Manville Factory.

. . .

Much was expected of Mr. Merseles because of his most successful record as a builder of big business. Every promise has been more than fulfilled, and he gained the confidence and respect of every Johns-Manville employee.—A. E. CRESSINGHAM, Manville Factory.

. . .

Entering the Hotel Asbestos upon the occasion of our late President's address to the heads of departments at Manville Factory, it was my pleasant experience to be ushered to a seat next to Mr. Merseles. He opened a conversation and we conversed until he rose to make his address.

The impression will always remain of his democratic and pleasant attitude as he sat with the rest of us, just like a regular fellow, with a pleasing nod and smile for everyone. His address was given in that same characteristic earnestness and sincerity of purpose that compelled the democratic admiration and feeling to be mutual.—E. J. LEGGE, Manville Factory.

. . .

Our sincere evidence of our feeling of great loss will be to carry on the magnificent policies of Mr. Merseles so recently laid down for us, in such a way as would please him, had he been spared to us.—GEO. W. MATHER, *Supervisor*, Order Department, Manville Factory.

. . .

I had the pleasure of meeting our late President on two occasions. These two meetings, coupled with his masterly "Message from the President," left the impression with me that he worked and lived by the four Cardinal Virtues: Prudence, Temperance, Justice and Brotherly Love.

He was a great leader, a comrade and a true friend. Let us carry on the work that he started.—A. MACD. HUGHES, *Superintendent*, Manville Factory.

. . .

Mr. Merseles was the guiding spirit in leading J-M to a new place in the industrial world. His sudden death at a time when his plans so needed him is to be sincerely regretted, but it should lead all to redouble their efforts to consummate his ideals.—J. C. KELLEHER, Manville Factory.

. . .

The sudden death of Mr. Merseles in the midst of the new life his dynamic personality put into the Johns-Manville organization makes his loss seem beyond repair. We owe it to him to carry on as he would have us.—A. GRAMNESS, *Chief Engineer*, Manville Factory.

. . .

He impressed me as a man deeply concerned in the welfare of every employee.—THOS. MAYLES, Manville Factory.

. . .

The sudden death of our much respected President takes from us one whose close association and intimate touch with our daily affairs will be sadly missed by all employees.—J. R. JACK, Manville Factory.

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His passing is a great loss to Johns-Manville, but we all feel that his guidance has shown the way to a new era in our Company's history.—S. K. COOPER, Manville Factory.

. . .

Our late President is gone, but his spirit will ever remain with us. It will act as a guiding star in carrying out his desire to make this organization a leader in the business world.—FREAS L. HESS, *Superintendent*, Packing Department, Manville Factory.

. . .

Mr. Merseles shared with us his vision of the growth and future greatness of the Company and he demonstrated to us so conclusively his own sincere interest in our personal welfare. that we were fired with ambition to make the most of the opportunities which he opened to us.

I am sure that the most sincere tribute which we can pay to his memory—the tribute which he would appreciate more than anything else—will be for us to strive to realize the ideals which he outlined so clearly. The Technical Research and Development Department pledges itself to participate to the full extent of its ability, in such a memorial.—A. M. HAMBLET, Manville Factory.

. . .

The Johns-Manville Corporation has not only sustained an almost irreparable loss in leadership, but the individual members of the organization have lost what seems to me from even my limited contact, a personal friend.

The confidence inspired by such a leader will be difficult to replace and it is most reassuring to learn that the policies he had initiated are to be continued.—J. DRISCOLL, *Chief Chemist*, Manville Factory.

It is particularly regrettable that our late President could not see the fulfillment of his plans which thus far have been carried out so ably under his leadership.—P. D. CANNON, Manville Factory.

. . .

The employees of "C" and "D" Buildings join in expressing their sympathies to the family and friends of Mr. T. F. Merseles. The asbestos industry has lost a valuable and most forceful leader.

We hope his ideals will always remain with us.—G. CAMPBELL, "C" Building, H. LARISON, "D" Building, and E. A. TOOHEY, Manville Factory.

. . .

Mr. Merseles visited the Manville Plant several times and on each occasion, it was my pleasure and good fortune to accompany him during his tour of inspection. He always displayed a keen interest in the many manufacturing operations and the quality of the materials produced. Responding to the dictates of his most systematic and orderly mind, his plan of procedure would be to follow the raw material through the many steps of preparation until it came from the machines a finished article. This seemed to give him a great thrill, and all along the route, he would make personal contact with the operators, making inquiries as to this or that operation, or leave with them some cheerful word. He was deeply concerned in the welfare and the problems of the employees, such as their working conditions, hazards of any nature and their possible earnings.

His visits were a revelation and a great inspiration to our factory organization and he always left with us a constructive suggestion of some nature, or a thought that had to do with the future growth of our great Company.

We feel very keenly the loss of an able and progressive leader, and as a tribute to him, I wish to assure the Johns-Manville organization of the loyal support of the Manville Plant in carrying out his ideals and wishes as we know them. —G. E. HALLADAY, *Manager*, Manville Factory.

. . .

Every Johns-Manville man on the Pacific Coast feels in Mr. Merseles' death a very keen personal loss which is rare between President and employees in an organization the size of ours. This is a tribute to his great genius. We have been very fortunate to have been associated with Mr. Merseles. — FRANKLIN SHUEY, *Sales Manager*, Pacific Division.

. . .

We may no longer look forward to the pleasure of seeing Mr. Merseles in person, but we have confidence in a feeling that his guidance will always be with us. It is our hope that in leaving he could truly know this. How eagerly we shall work for him to bring about the greater things he had in mind for us! We are better to have known him; we are happier that he knew us.—R. B. ADAMS, *Sales Promotion Manager*, Pacific Division.

. . .

For many years I knew Mr. Merseles as a friend and counsellor. He was always cordial, of keen vision and of unbounded enthusiasm, yet the characteristics which impressed themselves most forcibly upon me were his constant thoughtfulness and steady endeavor to help others.

> *"He surely has sailed west, and we —you and I—are day by day sailing west also. We are plotting a course whether we know it or not, that is measured by what we think and say and do, and it is my great wish that in the days that lie ahead—and some of them will be stormy, I can tell you —we will prove that the things Mr. Merseles endeavored to instill into our business minds and hearts make us not only fair weather sailors but men who are able to handle this ship under every condition."*
>
> From tribute of GEORGE B. EVERITT, *President*, Montgomery Ward & Company, at Farewell Banquet to Mr. Merseles, June, 1927.

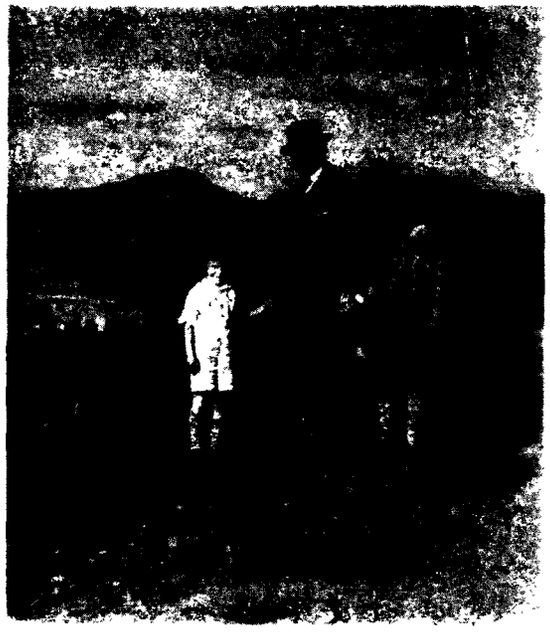
He never failed to express his sense of obligation to those who had served and befriended him and the companies in the upbuilding of which he played so prominent a part. More than once he told me he felt that much of what he had accomplished was due to the loyalty and helpful cooperation received from his associates. In his turn he always evinced a desire to help his friends in every station of life.—F. W. MUNDY, James H. Oliphant & Company.

. . .

In the passing of Theodore F. Merseles every man who knew him lost a friend, because he was the friend of every man he knew. During my five years close contact with Mr. Merseles at the National Cloak and Suit Company, where I served as President of the Mutual Aid Association, I was in a good position to judge the magnetism of the man, which was tremendous. Men and women employees alike rendered the very best service in their power, an approving nod or a commendatory word from "T. F." being their most valued reward. Every time I have met him since the old days, he has been the same interested friend —interested in my welfare and the welfare of all who ever worked with him or for him. —J. R. BOLTON, *Secretary*, Advertising Club of New York.

. . .

I had known Mr. Merseles for many years and met him frequently, largely because I sought on every occasion to take advantage



Mr. Merseles with two little friends at Lake Placid in the Adirondacks.

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of the opportunity to derive genuine pleasure and benefit from such contacts.

He was, in my opinion, one of the most gifted men I have ever met in the business world. He possessed intellectual endowments of a very high order, was gifted with an exceptional capacity to strike straight away at the heart of every business problem, and had an imagination that was well-nigh unique. He combined with these rare qualities a personality that radiated good cheer, tolerance and patience, and with it all was blended a magnetism that was compelling. One could not leave his presence without deriving inspiration and a quickened resolve for constructive effort.

His record in the business world during the past decade shines out with extreme brilliancy. His genius and accomplishments justly won for him a leading place in the business world of our country, and I beg you to receive this expression of my sincere condolence, with the assurance that I shall ever carry in my memory profoundly cherished admiration for his great qualities of mind and heart, and the sorrowful recollection that his untimely demise has deprived his friends of the benefit and cheer of his always helpful contacts.—CLARENCE M. WOOLLEY, *Chairman of the Board,* American Radiator Company.

. . .

In the death of Mr. Merseles, business and society suffered an equal loss. The successful conduct of business by this unassuming man of such great capacity and understanding of people, has made an impression not quickly eradicated. He was a man not only having a vision in business, but equally tender toward his fellowmen.—D. L. HEDGES, *Business Manager,* Good Housekeeping.

. . .

I had known Mr. Merseles somewhat intimately for many years and regarded him as one of the foremost business men of our country.

He possessed vision of an unusual degree, he had an intimate knowledge of passing conditions, and these, backed by many years of experience and great courage, made him a leader in the business world. He was endowed with much humor and this humor and his humanness were reflected in his business activities to a remarkable degree.

I am greatly shocked to hear of the death of Theodore F. Merseles. I knew and admired him and his work not only during his association with Montgomery Ward and Company and the Johns-Manville Corporation, but also in connection with his volunteer work in the War Savings Campaign during 1917 *and* 1918. *Please express to his family and his business associates the sincere sympathy of Mrs. Morrow and myself.*

DWIGHT W. MORROW,
United States Ambassador to Mexico.

He had a bent for organization and his skill in organization and development is reflected in The National Cloak and Suit Company, Montgomery Ward and Company, and the Johns-Manville Corporation with which he was associated as President for many years.

His untimely death is a distinct loss to the world of business and thousands of his personal friends will miss his smiling face and his cheerful and happy expressions of good will to all.—GEORGE M. REYNOLDS, *President,* Continental and Commercial Bank, Chicago.

. . .

Theodore F. Merseles became associated with the Case Company a relatively short time ago, but in that brief period we have all come to feel the greatest admiration and respect for his high character as a man and his unusual ability, energy, vision, and judgment as a leader in business affairs. He has repeatedly and at personal effort and sacrifice given of his time to aid various of our department heads in their work, and his keen analysis of advertising and marketing problems has been most helpful. He has demonstrated by many acts of courtesy and kindness his friendship and interest in his associates and fellow workers which I know from personal experience and observation. His mind functioned with unusual speed, vision and direct direction, and his presence at our monthly meetings was a mental stimulus to all his associates.

His remarkable career would fill a volume. It is a shining example for every young man of ambition beginning his life's work. I have counted it an honor and a privilege to know him and shall always regret that our association covered so brief a span. I shall feel that our friendship continues.—L. H. CLAUSEN, *President,* J. I. Case Threshing Machine Company.

. . .

Mr. Merseles' approach to banking problems as a Director of the Seaboard National Bank was based on the same analytical, far-sighted inquiry into all the future aspects of any situation which he had so successfully demonstrated in his constructive leadership for the Johns-Manville Corporation and other great business concerns.

He was outstanding not only in his prophetic industrial vision but also in his capacity for building morale in the personnel of a vast organization. He was a leader of men as well as a prophet of business.

Mr. Merseles inevitably won the implicit confidence of those around him because of his fine integrity and tremendous enthusiasm. Altogether he was a commanding figure in the world of business during the past decade.—H. D. CAMPBELL, *Vice-President,* Seaboard National Bank, New York City.

. . .

Two thousand years ago a man asked, "What shall I do to inherit eternal life?" expecting no doubt some elaborate formula of creed or belief, but the answer was a very simple one, involving two admonitions, the second being, "Love thy neighbor as thyself." But "Who is my neighbor?" asked the young man, and in answer received the beautiful parable of the good Samaritan, which has shone like a beacon through the intervening centuries.



While on a vacation.

It is as the good Samaritan that I shall always think of Theodore F. Merseles.

He was responsive to sorrow or misfortune, wherever he encountered it, and I am thinking today of the many who will mourn him as the greatest benefactor they ever had in their lives.

Few knew of the many acts of kindness and love which he ever delighted to do. His great joy in life seemed to be in aiding those with whom he worked or came in contact; and his first thought during the 35 years that I have known him always seemed to be for the welfare and advancement of those about him.

In addition to the qualities that made him preeminently successful in business, his vision, his sterling character and his tireless energy—he possessed a charming personality, a cheerful and optimistic outlook on life, and a keen sense of humor, that made him the most delightful of companions.—W. S. SULLIVAN, Mutual Life Insurance Company of New York.

. . .

It was my good fortune to know intimately Mr. Theodore F. Merseles, who came to Chicago a few years ago where he im-

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mediately made for himself a place among the leaders of the business and civic life of the city. His broad grasp of affairs commercial and his keen and sympathetic understanding of human nature stamp him a leader of unusual ability. The place of such a man in the activities of our daily life is never fully filled. —M. A. TRAYLOR, *President*, First National Bank, Chicago.

• • •

A true leader, Mr. Merseles knew that the greatest measure of success could be gained only by enlisting the enthusiastic cooperation of every member of his organization. They, in turn, gave that cooperation heartily and sincerely, for they were aware that their welfare was a matter of real interest to him.

His broad vision, his ability to plan and then to so organize that every business possibility might be explored and, if favorable, developed to the utmost—these qualities seemed to me to be most characteristic of him. And with it was a fine personality, which made those who knew him well have for him a high regard and a lasting affection. — WILLIAM M. LYBRAND, Lybrand, Ross Brothers and Montgomery.

• • •

My short acquaintance with him has left me with a lasting impression of his fine character and charming personality.

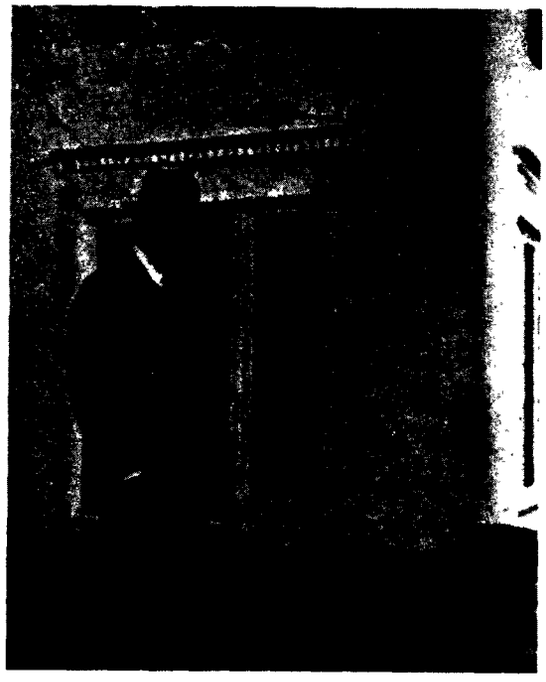
I, therefore, attempt in these few words to give you an expression of my profound respect for the man whose passing will mean such an irretrievable loss to his friends.—E. E. BARKER, *Mining Engineer*, Salt Lake City.

• • •

My memories of Mr. Merseles are very vivid. I came to know him first over 20 years ago when he was an officer of the National Cloak and Suit Company. He did business with us at the Astor Trust Company and was frequently in the bank. Even in those days he was outstanding in his ability and energy. One had only to talk to him once to realize that he had an unusually keen mind.

Later on Montgomery Ward and Company was seeking a new President, and I was asked, among others, to suggest a man, and in company with a few other men I recommended Mr. Merseles. I was, of course, immensely gratified as the years went on to see this recommendation so amply justified in the achievement which he made in building up that great company.

Through those years, and after he returned to New York to take the leadership in the Johns-Manville organization, we were always in close touch with him and came to regard him as one of the oustanding business executives of his generation—a man of unquestioned integrity and high ideals. Perhaps from a business standpoint I should say that the one feature that stood out more than all the others was his remarkable grasp of the detail of any problem that confronted him, without in any way interfering with his ability to see the subject as a whole and to act on it from the standpoint of its broader signficance.



Watching his dogs at play.

In his sudden death the whole business community has suffered a very real loss, but I feel sure that he was long enough in your organization to have left a very definite impression of his standards and ideals, which will be an increasingly strong inspiration to you all in the years to come.—SEWARD PROSSER, *Chairman of the Board of Directors*, Bankers Trust Company.

• • •

I was very much shocked last evening to read of the sudden death of your friend and superior officer, Theodore F. Merseles, and can imagine just how great the shock was to you and your associates. From the little you told me of Mr. Merseles and his personality I can readily see how quickly and how thoroughly he would endear himself to all those with whom he came in contact.

I realize that the world goes right on and that his place will and perhaps has already been taken by one or several, but I did want to let you know that I realize something of your sorrow and wish you to know that you have my sympathy and anything else I can offer in the way of assistance to you at this time.—JOHN W. F. BENNETT, *Vice President*, Allied Power and Light Company, in a letter to J. J. Greene.

• • •

To say that the institution is the lengthened shadow of a single man, has become a trite and outworn phrase, for in these days of many remarkable institutions there has, of necessity, been one individual primarily responsible for the growth of each great organization.

I have in the course of my lifetime met a number of such individuals who have been the guiding spirits of one or perhaps two such great organizations, but never have I found, nor do I expect ever to find again, any one man who left his mark on so many institutions and so many of his fellow human beings as Theodore F. Merseles.

Mr. Merseles was associated with me in the building up of the National Cloak & Suit Company for 18 years. During all that time our desks were within a few feet of each other. We had daily personal contact, but an unkind word never passed between us. There was the most complete understanding and mutual confidence and respect. When in 1921 he went to Montgomery Ward & Company and later to your great Company, the friendship built up in those 18 years, I am happy to say, continued and was maintained to the very day of his death.

As an organizer and an executive his ability was outstanding; as a man, a husband and a father he was lovable; but as an inspiring leader, one to win the confidence of his fellow workers and to hold that confidence and add to it respect and love, he was a genius. Such genius cannot be cultivated—it is inborn, the simple result of a rarely fine and noble soul.—S. G. ROSENBAUM, *former President*, National Cloak and Suit Company.

• • •

It is difficult to write so soon a tribute to my best friend.

There is so much that I should say—so much that it would benefit the world to know. But of all the memories I hold of this fine man, of this great leader of men, this great builder of men, what can I select to say so briefly?

For Mr. Merseles was my friend for 22 years. And I cannot yet write about him as no longer a living friend—as having passed on. There is so much to go, it cannot leave so quickly.

While I write I still want to say, "You, Mr. Merseles—you made this man a man, it was your inspiration, your leadership, to which he responded."

And I can still feel him put his arm around my shoulder, filled with the joy of an earned promotion: "Brann, the finest fruit of business building is man building" and, after a silence, "Brann, that is the only thing that makes business worth the while."

I am asked to write a tribute to Mr. Merseles. The only tribute of him is the one that lives, one that is all around us, one that he created—the men that he has helped to help themselves. And it is with a sad heart, it is with a proud heart that I join these men in saying—"He has been father, brother and friend to us all."—W. L. BRANN, W. L. Brann Advertising Agency.

• • •

Our leader has passed away, but the influence of his constructive spirit which permeated the entire organization still remains with us. The greatest tribute we can offer will be to perpetuate his memory by

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continuing in that spirit so the bigger and better things he visualized will be accomplished and "J-M" made a monument to his memory.—A. J. DUAEI, *Sales Supervisor*, Electrical and Public Utilities Section, Western Division.

• • •

We have lost a leader—an understanding leader, kind and patient.

Many of us in the St. Louis District did not know him personally, yet from all parts of the District have come words of regret at his passing. Marvelous was his personality, with its spirit and vision of progress—that in such a short time could imbue us all with the determination to grow and accomplish greater things.

He was a humanitarian, a man-power builder. Greater tribute can no man say than, "I was made better by having known him."

That his connection with our Company will not have been in vain, let us carry on and fulfill the Johns-Manville principle as instilled by our departed President, that his vision of a greater growth and accomplishment may be realized.—ST. LOUIS DISTRICT.

• • •

One night after working hours I had an occasion to deliver a railroad ticket to Mr. Merseles at the Blackstone Hotel. I knocked on the door expecting to hand him his ticket and make a quick exit, but to my surprise he asked me to step into his room. It was then that I really knew Mr. Merseles. He talked to me for a few moments on things in general and treated me very kindly, which I will never forget.—E. E. THOMPSON, *Manager, Mailing Department*, Western Division.

• • •

It was my good fortune to meet Mr. Merseles on his first visit to our Chicago Office. I was approached one rather busy morning at my desk in the City Sales Department, by a man whom I took to be a customer, and after a pleasant "good morning" by him, he immediately informed me he was Mr. Merseles. This was a most pleasant and agreeable surprise to me, first, because an executive had side-stepped usual routine to address me, secondly, because Mr. Merseles seemed interested in knowing me, my history, and my position.

His frankness and sincerity I am sure were the same to those with whom he came in contact and it is not hard to understand how he impressed an indelible stamp of sincerity of purpose in us all.—J. N. KILBURG, Chicago District.

• • •

We have indeed lost a great leader and a great man. Let us show our appreciation of what he was to us by carrying on and erecting for him an imperishable monument by helping complete the task which he began!

His inaugural message has been a source of unending inspiration to me. I have carried it with me and read and quoted it to our business associates everywhere.—E. NELSON, *Sales Promotion Manager*, Western Division.

• • •

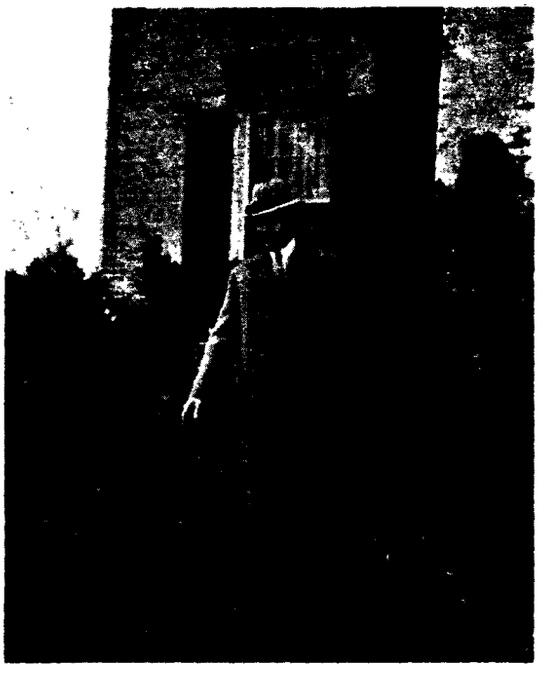
Mr. Merseles always instilled and renewed in me a spirit of enthusiasm and determination. I feel that the inspiration and confidence that he gave me will be a help all through my business life. These impressions are intangible and difficult to express but they are none the less indelible.

He always made it very clear that it was his aim to help each individual with Johns-Manville grow and develop.

I am sure that every one connected with the organization has been benefited by his inspiring leadership, and the work which he began will be carried on because of the spirit which he so successfully developed in us who were associated with him. I believe that if his desire were expressed now he would say to those of us he has left behind, "If you wish to pay the greatest tribute to me, carry on those things which I have left for you to do."—J. B. STEVENS, *Sales Manager*, Merchandising Department, Western Division.

• • •

It was my greatest pleasure to have had several conversations with Mr. Merseles, and I never left his presence without feeling that I had gained something from him that would make me a bigger and better man. My first meeting with him is indelible. It lasted but a few minutes, but in this short space of time our new President had convinced me that he had a personal interest in the employees, that he really wanted to build up the man power of the Organization, and that our Company and its men were going to grow and prosper.



Calling to his dogs.

It has been demonstrated during the short space of months this Company has operated under his leadership that the business growth is the result of Mr. Merseles' influence and the ideas that he was able to inculcate in every employee. This influence, I am sure, will continue on.—F. W. DECKER, *Sales Supervisor*, Insulation and Power Specialties, Western Division.

• • •

While Mr. Merseles was known, personally, to but a few of us in the Southern District, the keen interest that he manifested in the welfare of the personnel of this organization, as clearly evidenced in his letters and bulletins, endeared him to the hearts of all.

I have frequently related to my associates an incident that occurred at the General Conference in New York last September. At this Conference illustrated charts were shown, operated by two young men who were not visible to the assembly. At the close of this meeting, just before adjourning, Mr. Merseles called these two young men forth and, introducing them, complimented them on the efficient manner in which they performed their duty.

This illustration of Mr. Merseles' humanness and kindly consideration made an indelible impression upon me as I am sure it did upon all.—J. M. TAYLOR, *Southern District Sales Manager.*

• • •

He felt that the developing of men must precede the development of the business—and so successfully did he put his policies to work that the development of the business followed as a matter of course.

We folks at Chicago had many opportunities to meet the great counselor, where he very frequently came to our office, and always greeted as many as time permitted. At one time he dictated a letter over the telephone to one of the stenographers in my office and later having signed the letter, he took occasion to thank the young lady for her accuracy and despatch. This shows his humanness as well as his thoughtfulness with respect to a little act.

My own personal estimate of our great leader was that he stood a symbol of success as a leader of men; a hard worker himself and always aiming to give a better and greater service.

During my several interviews with this remarkable man, I learned to honor and respect him beyond words and his counsel and advice were a source of helpfulness to me in every way.

The clay temple of Mr. Merseles has been laid with his forbears, but the imperishable part, his Spirit lives on, and his memory will continue to be an inspiration and a guide through the years to come.—W. H. FOGARTY, *District Sales Manager*, Chicago.

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My personal contacts with Mr. Merseles were few, but they did inspire, on the one hand a feeling of confidence and trust, and on the other a desire to do something more and something better than I had done before.—T. C. GREENWOOD, *Sales Manager*, Industrial Department, Western Division.

• • •

The facility with which he invariably made one feel at ease, will ever be remembered by me as a kindly characteristic of an able leader. This trait was impressed upon me in an incident that had to do with a competitive commodity.

In his enthusiastic interest in this commodity, he asked me to explain the material, its origin and market. After listening attentively he called a secretary and suggested that I dictate the story in a memorandum to him. His request was made in a manner that not only reflected his interest, but with the spirit of helpfulness that assured a proper presentation of the subject. —GEORGE V. DUTNEY, *Sales Manager*, Eastern Division Industrial Department.

• • •

Never before have I met a man who so rapidly made one feel the influence of his personality and wonderful capability. He was a genius in the business world, and with it he had a very evident desire to help those who worked with and for him.

Mr. Merseles' keen wit and his ready story apropos of each occasion, were impressed upon very forcibly, and his humanness was disclosed in a story he told us at lunch of his young son advising him that he needed a new pair of shoes. Mr. Merseles advised his son that when he was young, shoes were not so readily forthcoming and on occasions half soles were applied to the old shoes instead of purchasing new ones. To this his son replied: "Father, you certainly have had it nicer since you came to live with us."—JOHN H. OLDEN, *District Sales Manager*, Atlanta, Georgia.

• • •

I have often recalled our first meeting at Cleveland when Mr. Merseles in addressing a group of some of our men stated: "The past is only good insofar as it assists us to improve the future. I would like to have everyone present know that he is starting today just 100 per cent with me, and that from now on it will be my constant effort to reward each one in accordance with his achievements."

This was a demonstration of his clear method of getting a thought across.

Surely the foundation he was laying for Johns-Manville must be finished, and builded on to commemorate his inflexible but kindly spirit.—H. P. RANKIN, *Sales Manager*, Eastern Division.

• • •

Mr. Merseles' outstanding characteristic seemed to me to be the intimate grasp he had on all affairs of the Company and his intimate knowledge of the personnel, even including those whom he had not met.—G. R. FRANKLAND, *Sales Manager*, New York State District.

• • •

This loss extends to our customers, approved contractors and distributors, who have had the pleasure of meeting him. Their lasting impressions of him were that he was a man of keen business judgment and a wonderful leader.

With this thought in mind, we will strive to carry out his principles and progressive policies, and trust that as the Company forges ahead we will always keep in mind that it was he who started us on the right path.—E. W. HEURUNG, *Sales Manager*, Metropolitan District.



When Mr. Merseles learned that W. W. Hanold of the General Industrial Department had been employed by H. W. Johns in 1872, he called Mr. Hanold to his office for a talk about the old days, and presented him with the original letter from Mr. Johns in response to Mr. Hanold's application for work, framed.

After meeting Mr. Merseles at the General Conference, I was immediately imbued with his humane spirit and democratic personality. Well do I remember this first interview with him, the manner in which he greeted me, his expression of friendship and confidence, and the personal feeling that he put into his remarks.

One did not have to be in his presence very long to know that he honestly and sincerely meant just what he said.

He has left behind a spirit that will enable us to carry on the sound policies that he instituted.—G. W. ESLER, JR., *District Sales Manager*, Boston.

• • •

Few men have had Mr. Merseles' vision and his will to do. In his first message to us he said that his greatest pleasure in life was the making of men and wherever possible his intention was to make promotions within the ranks. He realized the value of man power.—H. D. TORR, Eastern Division.

• • •

At a definite time, by request, I was ushered into a vast room on the twenty-fourth floor. A pleasant gentleman at a desk in the far corner arose and with outstretched hand seemed to draw me toward him as a steel toward a magnet. An hospitable invitation to be seated. Desk devoid of paper, except calendar pad. Kindly eyes made me feel comfortable. Firm mouth and jaw. Questions. Questions bombarded me. Not questions about Tom, Dick and Harry. But pertinent questions requiring answers that convey information desired. And what an insatiable desire for information! On time, and all too soon the interview ended. I had met T. F. Merseles for the first time.—A. E. WOOD, Eastern Division, New York.

• • •

I shall long remember the occasions when I came into personal contact with our late President. His keen, sharp eyes were full of straightforward understanding of the problems confronting the members of his organization. His very look was sympathetic. It made one feel that as senior partner in our business he could be counted upon for advice and guidance.

I cannot imagine how anyone who listened to the clear-cut inspiring remarks of Mr. Merseles could have had anything but a feeling that he was indeed fortunate to be working under a leader who always had the welfare of each member of his "man power" at heart.—GERALD W. BLAKELEY, Boston District.

• • •

It was the writer's privilege to have met our late President during his visit to Baltimore when instituting the Montgomery-Ward branch, at which time he addressed a group of Baltimore business men and impressed them with his constructive views.

Shortly after he assumed the duties of the presidency of our Company it was my privilege to talk to Mr. Merseles. On this occasion I was more than ever attracted by his great personality. And I remember distinctly, Mr. Merseles saying that the first requisite to any successful industry was to build men. I also recall Mr. Merseles' asking if the men in my organization were happy.

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Mr. Merseles was one of the outstanding ersonalities in the business life of our ountry. Back of his whole plan was the uilding of men to humanize industry.

The greatest tribute we can pay to him to carry out his constructive plans and leals and place our Company where he ould have placed it in just a short time.—l. M. ARING, *District Sales Manager*, Balmore.

. . .

I shall ever remember Mr. Merseles as ıy ideal of the great business executive.

His lofty ideals, his integrity, his wonderul grasp of sound business and economic rinciples, his great ability as an organizer, is democratic attitude toward and his solicıude for the welfare of all members of his rganization were so deeply impressed upon ll of us that we were willing and happy o follow wherever he chose to lead.—FRED '. JONES, *District Sales Manager*, Cleveland.

. . .

My first meeting with Mr. Merseles at Cleveland shortly after he came with the Company was a great inspiration as he at hat time laid emphasis on the man-power n our organization and his distinct personal nterest in each and every one connected with the Company. His ready wit and humor was quite unusual in a man so thoroughly sincere and determined in his business policies.

We of the Cincinnati Office pledge our loyalty and cooperation in carrying out plans and policies which he so ably started and which we all feel will bring the greatest reward to our grand old Company—H. L. STEINER, *District Sales Manager*, Cincinnati.

. . .

I first met Mr. Merseles at Cleveland in October, 1927, when he addressed our Central Division Headquarters organization. On this occasion I was very much impressed with the knowledge of our business which Mr. Merseles had acquired in the brief time he had been associated with our Company. His earnestness and very evident honesty of purpose, as well as his outstanding executive ability, were thoroughly impressed upon me.

I think it is a wonderful tribute that men in our local organization who have never had the privilege of meeting Mr. Merseles personally showed beyond question of doubt, upon receiving news of his passing, that they had suffered the loss of a real friend.

None of us would be true to his memory if we did not firmly resolve, to the extent of our individual ability, to carry through his plans and policies. I am sure that the personnel of this District can be counted on to cooperate fully to this end.—G. R. LEWIS, *District Sales Manager*, Detroit.

. . .

Mr. Merseles' method of handling those of our Organization and the business of our Company was a great inspiration to me. He was always so fair in his dealings with each of us, and he could understand so clearly all of our problems, that I felt perfectly free to discuss all of my problems with him and felt sure he would give me sound advice.

I have had deeply impressed upon me by example of him, the extreme importance of fair treatment to all regardless of position, and the importance of performing my daily work in a cheerful and willing manner. I have also learned to plan ahead what I expect to do, and carry out my plans.

Mr. Merseles has during his short time with us become very close to my heart, and in his memory I pledge to our Company my services and best judgment to make



The "Victory Trophy" which Mr. Merseles presented to the winner of the President's Anniversary Sales Contest will always symbolize the spirit he imbued in Johns-Manville employees.

sure that the plans he has formulated are carried out.—T. K. MIAL, *Sales Manager*, Central Division.

. . .

The many outstanding qualities of character of our late President will long remain as an influence in the lives of the personnel of the Johns-Manville Organization.

His honesty—vision—humanness—enthusiasm—personal interest in his associates—and constructive genius are only a few of his virtues which account for the respect and loyalty of his associates.

He has left us a heritage, however, in the way of example of what can be accomplished if we have the enthusiasm—courage—vision and ambition to build a successful organization.

It now remains the duty of each employee of Johns-Manville to carry on to a successful accomplishment the plans and progressive policies of our departed Leader. To this end the employees of Pittsburgh District subscribe their loyalty and full cooperation to our Company—E. W. ROSENBERGER, *District Sales Manager*, Pittsburgh.

I can honestly say that Mr. Merseles was the biggest inspiration I have ever known.

Such a foundation as he has built cannot crumble. All who have been imbued with his unbounded enthusiasm and his profound sincerity of purpose have certainly grown in stature of character, so that even though he has passed away he has left a spirit which will live on for years to come.—EUGENE DOWLING, *Sales Manager*, Industrial Department, Central Division.

. . .

What appealed to me was his unusual ability to quickly grasp a situation. His mind was keen and his eyes so sharp, that it seemed he could read your thoughts. With all these qualities of a born leader, he always made you at ease in his presence.

In his every move and word, his belief in humanity was apparent. Immediately you were convinced of his earnestness in the desire to first build the man and then the business would follow.—W. B. WALTER, *Sales Manager, Merchandising Department*, Central Division.

. . .

At the completion of a talk by Mr. Merseles in Cleveland, the staff and salesmen were introduced individually and it was interesting to note while standing in line that as each man was introduced and his responsibility announced, Mr. Merseles had a question to ask on some matter prominently identified with that particular representative's activity.

As it came my turn and the Division Manager stated that insulation was my responsibility, Mr. Merseles immediately wanted to know about the rock cork we were working on. "I want to see you downstairs about that, Mr. Grimshaw, in a half hour," said Mr. Merseles, and true to his word, he took up at least an hour of his time in discussing the possibilities for the sale of this material.

This convinced me that our President did not consider it beneath his dignity to discuss Company policy with the men on the firing line.—G. E. GRIMSHAW, *Sales Supervisor*, Insulation and Power Specialties Section, Central Division.

. . .

I think it only proper that you should know how the rank and file of factory workers feel about Mr. Merseles' policies, judging from the way they expressed themselves upon receipt of the news of his death.

My rather close contact with the personnel of Manville Factory for the past years puts me in a position where I can "sense" their feelings.

It is no exaggeration to say that the feeling of loss is great. This is remarkable as none of us had known Mr. Merseles other than from his few visits to the factory and through the publication of his talks and statements of policy. But, even though our contact with this great man was limited to a word of greeting once or twice, his personality was such that we knew instinctively that his expressed policy of fair dealing both with the customer and the worker came from his heart.

The factory workers, regardless of rank.

(*Continued on page* 23)

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The Genius of Theodore F. Merseles

As Expressed in Extracts from His Messages and Addresses

"I HAVE made it a rule to have one new idea for the improvement of my business every business day of the year."

* * *

"We are all architects and builders, and moulders of our own destiny, and the only limitations we have are those we place upon ourselves. We should, therefore, constantly seek to improve the houses in which we live—ourselves—and thus prepare for the bigger problems of tomorrow."

* * *

"Don't start a lie—and don't repeat an unkind truth."

* * *

"Make a start: Let's Go! A walk of five miles is begun by taking the first step."

* * *

"I believe that energy and perseverance can fit a man for almost any kind of a position. I believe any of us can be what we want to be if we are willing to pay the price."

* * *

"I think it was William James, the psychologist, who said that most persons have layers of energy and ability that they seldom, if every, tap. In other words, most of us go through life using but a part of our



efficiency. Therefore some men are more successful than others, not because they have greater ability, but because they make greater use of the power and of the opportunities that are common to us all."

"Success is but another name for service. As we serve so do we succeed. This same thought has been stated in many different ways. But every man must discover the old, old truth for himself. That is one thing that makes the progress of civilization so slow. We cannot hand down our full experience. Each generation may profit by what has been done before, but we must all discover the big things in life for ourselves."

* * *

"It was my good fortune to discover early that this world paid for only one thing—service; that the man who succeeded was the man who equipped himself to give the most service."

* * *

"Half the work done is done in merely determining to do it. I have always found it true that a mind made up is a very magnet of opportunity."

* * *

"I think I work as many hours a day and as many days a week as any of you but if you have the right loyalty and the proper interest and enthusiasm in the responsibilities that you are carrying, my burden is very much lightened. I want you to know that I realize the importance of what you have done for me."

* * *

"The continued growth of this business is not going to be the result of some one big brilliant idea. It is going to be the result of hard, intelligent work by every one of us, every day of the year."

* * *

Confidence, faith, loyalty and dependence are the human relations between the employer and the employee; and in no organization will you find these relations so exemplified as in our own."

* * *

"It must never be said, my friends, that our success was followed by defeat. It is one thing for a man to be a champion and another thing for him to hold the championship."

* * *

"One of our first problems is the development of men. We must develop our employees and give them opportunities for promotion to positions carrying greater responsibility, because we must secure our future executives from the force we have today."

* * *

"Let every man, or woman, have a chance. If they have the qualifications give them an opportunity to go up."

"Just at this moment I am like the old German who said, 'The faster I feel the slower I think.'"

* * *

"Nothing in business is more beautiful or delightful than to have the esteem of your employees and co-workers."

* * *

"Whatever success I have had here has been largely due to friends. I have not only been surrounded in this job by a lot of capable, loyal associates, and a Board of



Directors who have never once hesitated to support me, but by a host of friends everywhere, whose faith compelled me to achieve.

"As to this new problem, I do not know what I shall encounter, but I shall tackle it with the best I have, and with the hope that your confidence may, in a measure, be justified."

* * *

"At the time I assumed the presidency, I sent out a message to all employees in which I said: 'It is my purpose that Johns-Manville shall start today to advance to the position in the manufacturing and mercantile world that it should rightfully hold—as one of the most profitable, most secure financially, most efficient, and best organized institutions in this country.'

"Now that is our goal. That is to be our work, and I think you realize that it is a broad program. It calls for vast improvement in every part of this business. And especially it calls for better work on the

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rt of every man holding a position of sponsibility. It calls for self-development d for individual growth."

* * *

"The most important asset in any busi-ss, aside from good will, is its man wer."

* * *

"Get men who can grow. Men who are ncere and earnest in their personal de-lopment. And after you have chosen a an, train him in his work, encourage him, lp him to advance and properly reward m as he develops."

* * *

"It must be our policy to try to find a an for a job *within* the organization. There no part of my work that gives me as great tisfaction and pleasure as watching and elping the development of men."

* * *

"It is easier to develop new plans than is to find men who can carry them out."

* * *

"Johns-Manville is the oldest company in his industry. Let us start today to also ake it not only the most efficient and the est organized, but in every respect the ost progressive."

* * *

"One of the best ways for those of you ho are interested in some day having a etter position, is to practice now thinking bout how *you* can improve everything hat you do. Start first with your own job nd when you are sure that that is being one in the best possible way, then look bout you to find other places where im-rovements can be made."

* * *

"Remember your suggestions for the im-rovement of this business will always be elcome."

* * *

"Do you ever stop to realize that Christo-pher Columbus *could* have had a steam-ship? Napoleon *might* have used a gattling gun? Paul Revere, a motorcycle? George Washington *could have had* a telephone and Theodore Roosevelt *might* have ad-dressed millions at one time by means of the radio?

"The *principles* of all these things ex-isted then just as they do today. But people did not know these principles and, there-fore, the *facts* of the radio and telephone did not exist.

"The thinker is the man who anticipates what the future will bring. He is the man who does not merely look around him at facts, but thinks and discovers the prin-ciples of the telephone or the radio—and soon the facts, the millions of sets of radio, come into existence—because he has thought out the principle.

"By thinking about your work, you, too, may discover *now* what is sure to be found next year or the year after. That is why the world pays so highly the man who thinks. It is only by *thinking* that any man or business goes ahead. Thinking about your work, while you work, is the way to real success."

"The progressive spirit that now per-vades this Company is a guarantee of future growth and development that means an as-surance of stability and success to every employee, old or new, who contributes to its progress."

* * *

"No business that is not sound, no plan or idea that is not fundamentally right, no business that does not fill some economic need, could possibly weather the storms of fifty years."

At a meeting of the staff of the Canadian Johns-Manville Company, Mines and Factory Division, held on March 11, 1929, the following reso-lution was unanimously adopted as a testimonial to our late President:

RESOLVED

That, in the passing of our late President, Mr. T. F. Merseles, Johns-Manville has suffered the loss of a great leader, which will be deeply re-gretted by the entire organization.

We lacked personal contact with Mr. Merseles at this location, but his qualities as a real leader are apparent to us in the plans and policies which he inaugurated and put into effect, re-sulting, even in the brief time he was with us, in greatly increased enthu-siasm among the personnel, rapid ex-pansion of the organization, and marked improvements in operating methods and equipment.

The staff and employees of the Fac-tory and Mines Division in Canada wish unanimously to carry on with the three main points of Mr. Merseles' program, namely, promotion of good-will, development of man power, and profits to the Company.

"We have earned a great past, and the past opens up before us a great future. As Owen Wister says: 'Let us hoard every worthy drop of the past that it shall be strong tonic for our future."

* * *

"But we have only begun. We have sim-ply laid the foundations for our future and we must always remember that success can-not come to us individually before it comes to the Company."

* * *

"I want to emphasize, also, the value of getting together—of getting acquainted. It helps me to meet you men and to learn how you are handling the different parts of your work. It helps me to see this Company as a whole. And by this getting together and getting acquainted, it will enable you to realize the magnitude of this institution, of which you are such an important part."

"Our General Conferences have played a very important part in our success and have been the source of inspiration of many of the improvements we have been able to make in this business.

"It is difficult to say that we have ac-complished this, or we have accomplished that, at the Conferences. But sometimes the most important things we do are, after all, intangible."

* * *

"I never study our catalogue without bearing in mind that the book goes into millions of homes—without remembering that on every page we give a pledge, make some definite assertion or some promise that is official. That is the reason I insist that there shall be no exaggeration in either illustration or description—no statement that is not true."

* * *

"Feed responsibility to the men under you and increase their responsibility as rapidly as they demonstrate capacity to handle it. Give proper consideration to their suggestions. Keep in mind that a large part of a successful executive's work consists in the development of the men who work under him."

* * *

"Let me ask every man to give careful thought to the weak points in this organi-zation. It is impossible that you should be perfect in every part of your work—there is some place you are only 75 or 80 per cent. What department in your house is weak? In what other plant is this same depart-ment strong? Is your shipping department weak—what house has the best shipping room? Go to that man, talk to him, and get his solution of your problem."

* * *

"Someone has a lower percentage of ex-pense in part of the work than you have. Get all the facts; find out what you can do to bring your expenses down to an equally low point."

* * *

"The cost of doing business must be held down as much as possible, for every reduc-tion in price brings trade."

* * *

"A very important influence is the fact that we have continually told our story to the public. We have told them through our advertising that we never sacrifice qual-ity to make a low price. We have taught the public that they can rely upon our merchandise. Our advertising has been based upon our volume so that it increases just as our volume increases. This has been one of the big factors in our success and we shall continue this same courageous publicity program as long as it is deemed advisable."

* * *

"Let me say something about the funda-mental policy we must follow in the con-duct of this business.

"There are two ways in which business can be gotten:

"First, by offering seemingly low prices. You can illustrate a poor piece of merchan-dise and make it look like a good piece of merchandise, and you can put a low price

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on it and it will bring business quickly. You know the result of this: 'You can't fool all of the people all of the time.' But, nevertheless, that is perhaps the quickest way of getting volume and some mail order houses have taken advantage of it.

"The other and better way of building business is much slower—by offering reliable goods at fair prices. Always it must be true that 'we never sacrifice quality and service ability, in order to quote a seemingly low price.

"We must sell goods at low prices, but we must sell only goods that will give the service the customer expects. We must sell only goods that will stand up and give satisfaction. We must get our prices low. But when cutting prices means cutting serviceability, cutting our customers' satisfaction, it is time to stop."

* * *

"I want to emphasize one way to do volume buying, and that is by studying the valleys of the manufacturers from whom we buy goods, and helping them to fill in these valleys profitably, by giving them goods to manufacture at a time when it will enable them to sell to us at a low cost."

* * *

"If anyone has any doubt of the achievements of this organization, just refer them to our Annual Report. There is the proof of your success. And success must be spelled 'P-r-o-f-i-t-s'."

* * *

"We have a right to feel pleased with ourselves — but our pleasure must be in this fact alone: that we have shown the capacity to do the job. But the big job yet remains to be done. We have made a good start, but don't lose sight of the fact that we have only started."

* * *

"I want to tell you right here that I have only started. And I want each one of you to say that to yourself:—"I have only started." Only started to make the success of your personal career that you are going to make. I am not talking about the Company now. I am talking about you—and your own personal accomplishments. You have only started to be what you can be. Why, we are the most fortunate lot of men I know. We have before us an opportunity in this business that is so big we can hardly realize it."

* * *

"The tree that grows, that puts forth more branches, more blossoms, grows more fruit. But when growth ceases, that tree starts to die.

"It is so with any business. It is just so with any individual.

"Johns-Manville is growing. And with that growth, opportunities for advancement are multiplied.

"Scores of promotions have been made and will be made from the ranks. Some of our future officers are now holding minor positions in this Company.

"Who are they?

"I can tell you who they are!

"They are the employees who personally have caught the Spirit of Growth, of Progress, that is advancing Johns-Manville. They are the employees who understand the truth and realize the value of this message —that progress is a law of nature; that progress provides opportunity; and that the progress of Johns-Manville is providing an opportunity for all who are determined to grow."



Mr. Merseles, a young friend, and Graf.

* * *

"I have often told you that our great job was to offer the right goods at the right prices, and that is a large order."

* * *

"The value of any report is measured by what is done with it."

* * *

"I know that to do things today exactly as we did them yesterday is easier because it saves thinking. But we are going to place a premium upon thinking in this business. We are not going to be victims of habit."

* * *

"It has been said that the man who declares a thing cannot be done, must jump out of the way of the man who is doing it. And so the man who says 'Stick to the Old Methods' is really blocking progress."

* * *

"Let's resolve to cut out the word 'impossible'. Of course, things are impossible. That is why in this business we want them done. There is no credit due a man for doing the easy, possible things. Whenever you find a man worth while, you will find he is worth while because he has done the so-called impossible thing."

* * *

"What can we do to *earn* more orders from our customers?"

* * *

"Let us all look for the opportunity to help, to give something to the other fellow."

* * *

"If we could give our customer everything he has a right to expect, and just a little bit more, as a pleasant surprise—we could double this business in a remarkably short time."

* * *

"Never permit yourself to say 'We have a volume of 50 millions!' It was last year we had that volume. This year and next year we have just what we can get."

* * *

"I have faith in our future and my faith is founded on this one fact — that I believe in you men. And I shall always have faith in you—provided you can stand success."

* * *

"Success should be a stepping-stone—not a stumbling block."

* * *

"Keep your mind on the customer!"

* * *

"Success attracts competition. As we succeed more will be required of us to hold what we have won."

* * *

"Volume makes price."

* * *

"I am not interested in what goods cost —I am interested in the price at which they can be sold in quantity."

* * *

"Someone has said that the trouble with most men is that they are merely good starters. They promise a lot, they are like some roads—they start off wide and beautifully bordered with trees but they get narrower and narrower and finally end in a squirrel track and run up a tree!"

* * *

"What we need here is greater determination—a stronger will to do."

* * *

"Each day the log of Christopher Columbus read, 'Today I sailed West'. Famine, mutiny, storms, nothing changed his determination. Day after day he sailed West. Progress consists in choosing your goal, deciding the direction you want to go, and then sailing West—sticking to it!"

* * *

"There is an old saying that men are like salmon. The live ones travel up stream, the dead ones float down."

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"But, gentlemen, don't think you can let . The work has barely started."

* * *

"My door is always open to any man with idea or in need of help."

* * *

"There are no rocking chairs here."

* * *

"What is a complaint? It is a customer ring to tell us what is wrong with us. is an opportunity."

* * *

"The orders you are handling are not eces of paper but customers."

* * *

"Business is largely what you make it."

* * *

"People have said that I am ruthless. If ey mean that I would fire my dearest iend from a job at which he was not aking good—they are right."

* * *

"In my opinion a pessimist usually is erely a blind man in a dark room, look- g for a black cat—that ain't there."

* * *

"Work is easy if you like it, and if you ant to succeed, you must love it."

* * *

"No man can live here n his past reputation."

* * *

"If I were asked 'What the most important ing that has happened uring all of this time?' What is the thing that eems the most worth hile?', I would not find he answer in this Com- any's growth, nor in its ncreased sales or profits. would find the answer y looking in the faces f you men, because I ould say from the bot- om of my heart that the ost important thing that as happened in that ime has been your de- elopment and the per- onal progress that you, ny associates, have nade."

* * *

"In my opinion the best esults of business build- ng, the best fruit of business building, is nan building."

* * *

"As you think about the future of the usiness, you are really thinking about our own future. We read a great deal about usiness being harder to get. I am not ap- rehensive as to business conditions but ven if the outlook were not encouraging, hat should inspire you to do your utmost."

* * *

"I hope you will trust the young men and give them a fair chance just as I have rusted you and helped you to advance, and I hope you will never lack in sympathy for those veteran employees I have so often spoken about. Remember always their long and faithful service and prove that there is such a thing as a soul in business."

Tributes from Friends and Associates

(*Continued from page* 19)

join in a regretful farewell to a great executive and a kindly friend.—T. J. O'NEIL, Manville Factory.

* * *

I was greatly shocked by the sudden death of our friend, Mr. Merseles. His letter of congratulations to me arrived after the news of his passing. His place will be hard to fill.—R. P. LAMONT, *Secretary of Commerce of the United States.*

* * *

It is our good fortune to be among the neighbors of the Merseles family and thus to have had more than a business relation with Mr. Merseles. He gave a large part of his time to making friends of his neighbors and to benefiting the community in which he lived, notwithstanding the pressing demands of his wide-spread business enterprises.



When winter comes to Bronxville.

As we left his home one evening not long ago after an informal call, he said "Come in again just like this, borrow an egg, and we will know you are real neighbors." The true spirit lives behind the humor. We can all continue to borrow inspiration from Mr. Merseles in the future as we have in the past.—J. A. SINGMASTER, Singmaster and Breyer.

* * *

I have been asked to say a few words about my association with Mr. Merseles, but I do not feel that anything I might say could possibly do him justice.

The one thing that endeared Mr. Merseles to the employees and all those who came in close contact with him was his desire to be of help to them. His office door was always open to anyone who wanted to see him. I never knew him to turn anyone away. No matter how busy he was he always had time to listen to their troubles and he was always willing to advise and help them. He was especially thoughtful of the rank and file and always gave them credit for their part of the work as he realized and made them feel that without their assistance he could not carry out his plans. He was always trying to better their home conditions and make their burdens lighter. I suppose I am the only one who knows of the many homes he has helped to make happy because he never wanted his name mentioned.

He was also always doing things for people he met outside his business. Typical of the way he did things was an occurrence of last summer. At a hotel where he and Mrs. Merseles were staying the young lady who served their table was a nice appearing, wholesome looking girl whose left eye was unfortunately crossed. Mr. Merseles was greatly concerned about her misfortune and finally asked her why she had never had the eye straightened. She told him that she was teaching school, and that her fiance and she had postponed their wedding and were saving their money to have her eye treated. Mr. Merseles arranged to have her see an eye specialist, and he had the pleasure of seeing her eye straightened and her future happiness assured.

There are so many things I could say about Mr. Merseles, but mere words are inadequate.—KATHRYN M. LYONS, *Secretary to Mr. Merseles.*

* * *

His humanness, his simplicity, his understanding, his unfailing courtesy, his rare sense of humor, his faith in other men—and most of all his great ability to inspire ordinary men to do extraordinary things will always remain as my inspiration through the years that are to come.—JAMES S. ADAMS, *Assistant to L. H. Brown.*

* * *

The news of Mr. Merseles' death came as a great shock to us at Los Angeles, especially so since we had just said good-bye to him, apparently hale and hearty, just a few weeks before.

Such consolation as exists lies in the thought that we had the pleasure and inspiration of his presence with us so recently. I am sure that I need not tell you, who knew Mr. Merseles so well, that his conversations and messages to us regarding his plans, the future of the Johns-Manville Corporation, and the indivdual future of the men in the Company, were filled with an inspiration, a humanness, a vision far beyond the individual conceptions of most of us.—H. B. HEYN, *District Sales Manager,* Los Angeles.

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