the only one of the ten to serve out his term of office. Peaceful record, indeed!

Santo Domingo since 1821 has had seven new constitutions, and in 1861 the people were so tired of trying to maintain a government that President Santana had made all arrangements with Spain to take charge in 1865, when a revolution interrupted him.

In Uruguay the struggle has always been between the "Colorados" and "Blancos," or the "Reds" and "Whites," and four of the Presidents died violent deaths after 1868, till General Latorre established a dictatorship.

Since 1830 Venezuela has had nine constitutions and twenty-seven Presidents. The period under General Castro has been perhaps the most peaceful it has had, and no one who reads the papers need be told what this has been.

The name Flores seems to be an unfortunate one in the line of Presidents for Ecuador. General Flores became President in 1843, and had twelve revolutions to contend with. Between Jose Caamano, who sold the Chilean cruisier the Esmeralda to Japan in her war with China, and Dr. Antonio Flores seven revolutions occurred. In latter years General Eloy Alfaro, who appears to be a real patriot, has constituted himself the country's guardian. He and Castro are Liberals and opposed to the church influence in politics. They have between them geographically the Republic of Colombia where President Reyes, a Conservative, is practically dictator. Conservative exiles are regularly making expeditions from Colombia into Ecuador, and at all times secret and powerful influences are brought to bear on Ecuador's Liberal Presidents to gain concessions for the Conservatives.

In the last decade of the last century General Alfaro, after gaining control of the country subsequent to defeating an army, one of the leaders of which was Bishop Schumacker, according to numerous authorities, installed a Liberal in the presidential chair. Several times, the last occasion being in the present year, it has been necessary for the valiant old patriot and soldier to invade his own country to save the government from falling into the hands of the opposition through intrigue, *coup d'état* or revolution More than half his life he has been an exile from one realm or another, but his power has constantly been greater than that of any one other Ecuadorian.

One of the amusing effects of the effervescent state of affairs in this hemisphere from Mexico to the Equator is the muddling of the history of each country in particular and Latin-America in general. Scattered groups of humanity in vast expanses with limited telegraph facilities can do many things that make no impression on the outside world at the time. It is a laughable fact that each President-Dictator has his Boswell, and if all men are like these Latin-American subsidized historians, they are certainly more human than the rest of us. To read six Liberal histories, and then six Conservative histories, one would scarcely believe the same differing events could have befallen the same country, if it was not for the names of battles and generals being the same.

For instance, one chronic revolutionist found it advisable to join forces with another chronic revolutionist fighting outside of his own country, which act should have cost him his citizenship. After he came into power, the historian invented a whole three-months' campaign to account for what the first chronic revolutionist and his men were doing in the gap in their domestic activities. Unfortunately the historian of the other chronic revolutionist states the full facts. However, politicians to whom a national constitution is about as sacred as an American gerrymander cannot be expected to have any regard for such a plain thing as truth in semicontemporaneous history. It makes it a little awkward, though, for an outsider who undertakes to find out what really happened.

SUCCESS AMONG MEN—By Emil Reich

II.-ENERGETICS, A SCIENCE OF SIMPLE RULES

IN our first article we arrived at the conclusion that success in life is, to say the least, unlikely to be a mere matter of chance or a fluke. For considerations that have long prevailed upon students of science to assume the regularity and harmony of all movements in nature, we, too, are bound to assume that the movements in practical life must likewise be held to be part of the universal order in human avocations and professions, the study of which, for lack of a better name, we have called energetics.

No sooner have we found this the true name of the study of success, than we at once see that we are dealing not with a vague, unaccountable, unbalanced series of chances, but with a force which by its very intensity excludes absolute irregularity. The intenser a force, the more will its line of movement approach to a straight line, or to a line the direction of which can be computed. If energy is anything, it is intense; being intense, it is more likely to be regular, rhythmic, and measurable—that is, comprehensible—than forces less intense.

Hope of Energetics

DOES not, therefore, energetics hold out a fair hope to enable us to analyze the condition of success among men with results fully worth our attention? We hold it does.

Energetics is, like all other theories of movements, part of dynamics. In dynamics we ask, What forces shall we apply to make a given body move in a given line or curve? In energetics we ask, What forces shall we apply to make a given person move on one of the lines of success?

There is, of course, a considerable difference between the two problems, in spite of their agreement in words. No one can fail to see that the line of success and a geometrical curve are in many respects essentially different from one another. Yet in doing so we only repeat what is constantly going on in all real sciences.

The immortal feat of Descartes consists in just this inestimable teaching of the simple, being in all circumstances the guide and directive in the study of the complicated; or, to use his terms, that the straight line helps us to understand the curve.

We are thus on safe ground when, in our attempt to discover some of the principal features of energetics, we first reconsider such principal features of ordinary dynamics as bid fair to be of practical use in the study of the lines of success. The writer has long done so with regard to history, or the lines of success followed by the great nations of the past. It has, for instance, been possible to explain why of all nations in antiquity the numerically few Greeks alone, and they only from about 900 B. C. to 300 B. C., succeeded in art, science, philosophy, and general importance as no other nation ever has. If such satisfactory results could be obtained in the history of nations by applying to it the fundamental principles of dynamics as taught by Descartes, Galileo, Leibnitz, and Newton, why should we despair of securing similar results in the study of individual success, provided we apply the principles of dynamics with discretion and caution to the acts of man?

The first of the principles of all dynamics that must strike us as capable of universal application is the profound concept taught by Descartes, that we can control each winding, turn, or twist of a given curve by scaffolding it on two sorts of straight lines, one regularly, the other irregularly, variable. In this concept is consummated the whole prodigious progress of modern physical and biological science. It goes through all astronomy, physics, physiology, and can conveniently be formulated in the brief expression that in all movements there are two elements, one variable, the other practically not variable; or, to use other terms, one constant, the other not constant.

Power of Prediction

IN this principle of dynamics there is a germ of more than one truth. In applying it to our problem of success, or energetics in life, we may freely hope that movements in life, too, must be reducible to two elements, one constant, the other variable. And since it is evidently not impossible to circumscribe the constant elements of success with sufficient accuracy and precision, in that all constant things offer a broad area on which to plant the fortress of a well-knit concept, we may even now say, and with fair assurance of not altogether missing the chief points, that in success there is at any rate one element that is open to systematic treatment, to scientific insight. The great symptom of all scientific insight is, as Plato has long since stated, the power of prediction. "To understand is to predict," as the French say.

If, therefore, the constant elements of success are possible subjects of real insight, and thus of true prediction, we can no longer despair of the more complicated problems of energetics either. All that we have to do is to fix by close investigation the nature, and, if feasible, the number, of the constants and also the nature of the variables of the lines of success. Which, then, are these constants and which the variables in success?

The essential point to which we are bound to direct the reader's attention before embarking on a search for the constants of energetics is a point of strategy. As in war, that is, in the most intense form of life, so in less vitalized movements of men strategy is of a decisive character. Most of strategy comes back to a question as to which direction or line shall be given to military operations. Had Alexander the Great, after the battle of Issus, in Northern Syria, at once plunged into Mesopotamia, instead of first conquering Phenicia, Palestine, and Egypt, he would have been unable to conquer Persia in so short a time. By securing all the lines in his rear, as he did, he was sure of demolishing the Persian might by one stroke or two. In the same way, had Napoleon in 1800 advanced into Italy by the Riviera, as he did in 1796, he might have beaten Melas, but certainly not definitively. Melas would only have been pushed back on his own communications.

Strategy Is King

THESE lines of strategy, in the selection of which the great masters of war have always shown their most ingenious skill, are completely unknown to dynamics proper. It is practically and theoretically indifferent whether a Galileo tries his experiment on the time needed by falling bodies of different weight from the leaning tower at Pisa, in Italy, or from the leaning tower at Terlan, in Tyrol. As there is no personality among animals, as among lions there is no Cæsar, so among movements, considered physically, there is no strategy. In life—in human life—on the other hand, strategy is king.

In studying energetics we must, therefore, never lose sight of the fact that our analyses of the lines of success do not refer to any line whatever, in any space whatever, in any country or at any time whatever. Far from it. Energetics is the study not of lines generally but of strategic lines. This one circumstance clearly differentiates the dynamics of success from the dynamics of bodies. For, to put it in the plainest possible language, man has seldom more than one line of success. If he misses, ignores, or neglects that one line, he will inevitably turn out a failure. What Marlborough did in 1704, in the campaign of Blenheim, was just this adoption of the one line on which the whole vast plan of France and her allies, Bavarian and Hungarian, could be radically defeated. The proof of this statement is clearly given in the fact that Napoleon, almost exactly a hundred years later, in 1805, and in the same region, and under nearly identical circumstances, adopted the very line of operation that led Marlborough and Prince Eugene to the decisive victory of Blenheim.

"One Man—One Line"

WE say that man has seldom more than one line of success. In fact, life is, generally speaking, a game of cards in which the player has only one trump to play out. Of course, in contemplating man, we here speak only of such persons as want to or are obliged to fight for the objects of success, to create them. Such as inherit those objects are successors, and not successes, if we may use the ungainly term. Here we do not deal with them at all. We treat only of persons, men or women, who struggle for success. It is with regard to them that we have long learned to know that "one man—one line" is the truth of all truths. One man—he may be an Englishman—will succeed only in France or in America; the other only in Scotland. Who has not been struck with the singularly successful careers made by Irishmen—outside Ireland? Who in England ignores the strange fortune enjoyed by Scotsmen in England, where, in politics, in the Church, as stewards of large estates, as teachers and publishers, Scots have proved inordinately successful? It is morally certain that these persons would, in their own countries, have failed to be equally successful.

Take another aspect of strategic lines in energetics. The majority of people expect success through the influence, good-will, or interest of some one in power. Workingmen, clerks, managers, directors, editors, journalists, teachers, officials of all kinds—they all expect their berth, post, or appointment at the hands of one or two individuals who dispose of such berths or posts. On the other hand, a considerable number of men and women expect success at the hands, not of one or two individuals, but from the public generally. Such are writers, politicians, preachers, poets, artists, actors, lecturers, tradespeople, merchants, etc. Here, then, arises for each candidate of success the grave question: "Am I more adapted for success at the hands of an individual person, or am I more likely to please the public?"

Nothing can be surer than that some persons have a knack or aptitude to impress men in power, while others have not. A person

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