



## HOW IT WORKS

The 4-Way Test is an instrument which when used builds respect and understanding among peoples throughout the world.

Herbert J. Taylor, author of The 4-Way Test, has suggested that you first memorize The Test and then formulate the habit of checking the impact your thoughts, words and actions may have with it. It is a guide to RIGHT THINKING.

If memorized and applied to relations with others it will make a definite contribution towards more productive and friendlier relationships.

Herb Taylor (a successful businessman and philanthropist) lived in Chicago. He served as Rotary International's President 1954-1955. Rotary's 50th Anniversary Year.

Today The 4-Way Test is used productively around the world in business, government and schools as an effective measuring stick for conduct.

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## STORY OF THE 4-WAY TEST

by Herbert J. Taylor

Back in 1932 I was assigned by the Creditors of the Club Aluminum Company, the task of saving the company from being closed out as a bankrupt organization. The company was a distributor of cookware and other household items. We found that the company owed its creditors over \$500,000 more than its total assets. It was bankrupt but still alive.

At that time we borrowed \$6,200 from a Chicago bank to give us a little cash on which to operate. While we had a good product, our competitors also had fine cookware with well-advertised brand names. Our company had some fine people working for it, but our competitors

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also had the same. Our competitors were naturally in a much stronger financial condition than we were.

**With tremendous obstacles and handicaps facing us, we felt that we must develop in our organization something which our competitors would not have in equal amount.**

**We decided that it should be the character, dependability and service mindedness of our personnel.** We determined, first, to be very careful in the selection of our personnel and, second, to help them become better men and women as they progressed with our company.

We believed that "in right there is might," and we determined to do our best to always be right! Our industry, as was true of scores of other industries had a code of ethics -- but the code was long, almost impossible to memorize and therefore impractical. We felt that we needed a

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[www.4waytest.org](http://www.4waytest.org)  
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The 4-Way Test Association, Inc.

1. Is it the TRUTH?
2. Is it FAIR to All Concerned?
3. Will it Build GOODWILL and Better Friendships?
4. Will it Be BENEFICIAL to All Concerned?

...of what we think, say or do!

# PRESENTING the 4-Way Test

**Intangible dividends from the use of The 4-Way Test have been even greater than the financial ones.** We have enjoyed a constant increase in the goodwill, friendships and confidence of our customers, our competitors, and the public -- and, what is even more valuable, a great improvement in the moral character of our personnel.

We have found That you cannot constantly apply The 4-Way Test to all your relations with others 8 hours each day in business without getting into the habit of doing it in your home, social and community life. You then become a better partner, a better friend and a better citizen.

relations with our own personnel and that of our suppliers and customers help us to win their friendship and goodwill. **We have learned that the friendship and confidence of those with whom we associate is essential to permanent success in business.**

Through over 20 years of sincere effort on the part of our personnel, we have been making steady progress toward reaching the ideals expressed in The 4-Way Test. We have been rewarded with a steady increase in sales, profits and earnings of our personnel. From a bankrupt condition in 1932 **our company has paid its debts in full, has paid its stockholders over one-million dollars in dividends and has a present value of over two-million dollars (February 1957).** All of these rewards have come from a cash investment of only \$6,200. The 4-Way Test, and some good hard working people who have faith in God and high ideals.

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The application of The 4-Way Test in our company. Later, all employees were

**The constant use of The 4-Way Test caused us to change our policies covering relations with competitors.** We eliminated all adverse or detrimental comments our competitors' products from our advertisements and literature. When we found an opportunity to speak well of our competitors, we did so. Thus we gained the confidence and friendship of our competitors, too.

asked to memorize and use The 4-Way Test in their relations with others.

**The checking of advertising copy against The 4-Way Test resulted in the elimination of statements the truth of which could not be proved.** All superlatives such as the words better, best, greatest and finest disappeared from our advertisements. As a result, the public gradually placed more confidence in what we stated in our advertisements and bought more of our products.

I had, however, made sufficient progress in living up to The 4-Way Test to feel qualified to talk to some of my associates about it.

**I discussed it with my four department heads.** You may be interested to know the religious faith of these 4 men. One was a Roman Catholic, the second a Christian Scientist, the third an Orthodox Jew and the fourth a Presbyterian.

I asked each man whether or not there was anything in The 4-Way Test which was contrary to the doctrines and ideals of his particular faith. **They all four agreed that Truth, Justice, Friendliness and Helpfulness not only coincided with their religious ideals, but that if constantly applied in business they should result in greater success and progress.**



3. Will it Build Goodwill and Better Friendships?
4. Will it Be Beneficial to All Concerned?

I placed this little test under the glass top of my desk and determined to try it out for a few days before talking to anyone else in the company about it. I had a very discouraging experience.

I almost threw it into the wastepaper basket the first day when I checked everything that passed over my desk with the first question, "Is it the Truth?" I never realized before how far I often was from the truth and how many untruths appeared in our company's literature, letters, and advertising.

After about sixty days of faithful constant effort on my part to live up to The 4-Way Test, I was thoroughly sold on its great worth and at the same time greatly humiliated and at times discouraged with my own performance as president of the company.

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