

**ON VITAL RESERVES: THE
ENERGIES OF MEN. THE
GOSPEL OF RELAXATION**

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On Vital Reserves: The Energies of Men. The Gospel of Relaxation by William James

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BY
WILLIAM JAMES



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THE ENERGIES OF MEN



THE ENERGIES OF MEN¹

EVERYONE knows what it is to start a piece of work, either intellectual or muscular, feeling stale — or *cold*, as an Adirondack guide once put it to me. And everybody knows what it is to “warm up” to his job. The process of warming up gets particularly striking in the phenomenon known as “second wind.”¹ On usual occasions we make a practice of stopping an occupation as soon as we meet the first effective layer (so to call it) of fatigue. We have then walked, played, or worked “enough,” so we desist. That amount of

¹ This was the title originally given to the Presidential Address delivered before the American Philosophical Association at Columbia University, December 28, 1906, and published as there delivered in the *Philosophical Review* for January, 1907. The address was later published, after slight alteration, in the *American Magazine* for October, 1907, under the title “The Powers of Men.” The more popular form is here reprinted under the title which the author himself preferred. From “Memories and Studies,” Longmans, Green & Co., 1911.

fatigue is an efficacious obstruction on this side of which our usual life is cast. But if an unusual necessity forces us to press onward, a surprising thing occurs. The fatigue gets worse up to a certain critical point, when gradually or suddenly it passes away, and we are fresher than before. We have evidently tapped a level of new energy masked until then by the fatigue-obstacle usually obeyed. There may be layer after layer of this experience. A third and a fourth "wind" may supervene. Mental activity shows the phenomenon as well as physical, and in exceptional cases we may find, beyond the very extremity of fatigue-distress, amounts of ease and power that we never dreamed ourselves to own, — sources of strength habitually not taxed at all, because habitually we never push through the obstruction, never pass those early critical points.

For many years I have mused on the phenomenon of second wind, trying to find a physiological theory. It is evident that

our organism has stored-up reserves of energy that are ordinarily not called upon, but that may be called upon: deeper and deeper strata of combustible or explosible material, discontinuously arranged, but ready for use by anyone who probes so deep, and repairing themselves by rest as well as do the superficial strata. Most of us continue living unnecessarily near our surface. / Our energy-budget is like our nutritive budget. Physiologists say that a man is in "nutritive equilibrium" when day after day he neither gains nor loses weight. But the odd thing is that this condition may obtain on astonishingly different amounts of food. Take a man in nutritive equilibrium, and systematically increase or lessen his rations. In the first case he will begin to gain weight, in the second case to lose it. The change will be greatest on the first day, less on the second, less still on the third; and so on till he has gained all that he will gain, or lost all that he will lose, on that altered diet. He is now in nutritive equilibrium again.