

# 'Is Your Head Above the Crowd?'

The following is the complete text of the address delivered by **William Taylor Charles Renfrew** at the **Livelihood Day joint service club luncheon** last week.

As a child, one of the great thrills of my youth was when the circus came to visit us. The parade down Main Street was a highlight of the summer season for every one of us kids. On the morning that the circus rolled into town, we all lined up to gaze in awe and wonder at the brightly-colored wagons—the high-stepping horses—those immense elephants—and, of course, the drum major who we thought owned the show because he always led the band.

All of us tried to be right up there in front so we wouldn't miss a thing that happened. But, those of us who didn't make that front position still managed to get an eyeful by standing on our tip toes or could look over the heads of those in front of us.

We could have climbed a tree, or shinned up a lamp post; but that wasn't necessary. All we had to do in order to accomplish our objective was to raise our heads a little above the rest of the crowd.

TODAY, I AM just as aware, as I was many years ago, that in order for most of us to see what we want to see—or to accomplish what we want to accomplish—all we have to do is raise our heads a little bit above the crowd!

Now, let's think together about our community in celebrating its 100th birthday, and on this occasion is looking to the future—a future that does not abandon its substantial past but moves the focus of our attention on the pursuit of excellence—excellence in all phases of our lives as a community—an excellence that will lift us above the crowd.

Again and again in our modern business history, we see people, both individuals, as well as businesses, become so swept up in the tide of whatever is happening at the moment that they lose sight of the fact that in effect they give up—and get lost in the crowd.

THINK ABOUT this—your own experiences in this regard—this idea of getting lost in the crowd. How many times have you known of an individual or a business, who was faced with tough competition and, because of this competition, simply gave up and no longer put forth the effort necessary to successfully compete when the going got a little rough?

## MD Campaign Set for Tuesday

The house-to-house Muscular Dystrophy campaign will take place on Tuesday. Chairman of the march in Birmingham is Mrs. Mildred Mather 9814. In the effort to bring the campaign in Bloomfield Township is Mrs. Webb Buel, 1494 Buckingham, and Mrs. June McGregor, 1048 Pierce. Residents wishing to volunteer their services may call the chairman.

Muscular Dystrophy is a mysterious disease which progressively invades the voluntary muscles, eventually weakening and disabling its victims to the point where a minor ailment, like a cold, may prove very dangerous. Nothing now known to medical science can arrest its downward course. There are over 250,000 victims in the United States and more than 65 in Oakland County.

Seventy-five percent of the monies collected goes for research to find the cause and cure for this disease.

## Menscola Guild Has Final Meeting

The Birmingham group of the Menscola Guild held their final social event of the season Tuesday at St. Owen's Hall on Franklin Road. Hostesses for the telephone bridge were Mrs. W. F. Kusny, Mrs. Edward Stonger and Mrs. M. J. Sullivan. Proceeds from the bridge will be used for the Lourdes Nursing Home.

Since November 1948, Menscola Manor has been operating as a convalescent home. On Feb. 11, 1964 plans were broken for a new nursing home, "Lourdes," which will accommodate 100 men and women. The home is for the aged chronically ill that need nursing care. The one story building is scheduled for completion in 1965.

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In the case of individuals, they become disinterested in their work—careless about their hours—tend to put forth the effort required to do even an adequate job—let alone the extra effort, the longer effort, the effective thinking that is almost always necessary if a man wants to stand out among his fellow men.

**IN THE CASE OF COMPANIES—**they stopped training—cut down on advertising—decreased the research budget—reduced the size of the sales staff—instead of putting forth the extra effort to successfully compete with the aggressive competition that is all with of us whenever the buyer has the controlling voice. In the case of retail business—they reduced inventories, failed to maintain store appearances and cut service to the bone.

Then on the other side of the coin, how many times have you known of a man, or a business, who ceased putting forth extra effort because everything was going well—sales above quota—costs in line—new products well accepted and the forecasters looking at the future optimistically?

I SAY TO YOU, that in either case—business good or business bad—individual, partnership or company—when men cease to put forth the extra effort, they cease to lead and they become one of the crowd.

That is why I choose to be in the front of the crowd. It is for this talk, "Is Your Head Above the Crowd?" So, I ask you—is it?

Now, let's think together about our community in celebrating its 100th birthday, and on this occasion is looking to the future—a future that does not abandon its substantial past but moves the focus of our attention on the pursuit of excellence—excellence in all phases of our lives as a community—an excellence that will lift us above the crowd.

IF MIGHT HE WELT to ask what you would like to move ahead. Why does the American businessman desire to progress—to reach in a better performance—to turn in a better job than the man who goes before him?

Maybe it's selfish desire, but I think it's something more than that. It's pride of accomplishment and it's self-preservation. Most men flourish on achievement, and the intelligent businessman knows that this is the only way to keep his head above water. To drop behind, to go downhill.

Therefore, I would like to pose some questions to you. If I feel that I need to give consideration to—if we are truly serious when we say we want more than mediocrity in our work, then we must be going for it and for the business each of us is associated with.

First, what is the position of my business in the market place? Second, do I take pride in this business or occupation? Third, what is my basic ambition, both in private and in business life? Fourth, what am I trying to do with my business? Fifth, what is my contribution to this goal? Sixth, am I satisfied to relax and enjoy the success and prestige I have so far achieved?

EACH OF YOU know your own answer to this, and I believe I am in saying that every man in this room feels he has a worth potential. If this is so, then our answer will be that we are not content with our present position—our performance—or our present rate of growth.

And, this does not mean that we are downgrading either ourselves or our present position.

It does mean that we have a fairly good idea of how we stand competitively in our various skills, and that we do have the ability to look at ourselves and our business with a skillful, neutral observer might look. It also means we have the ability of honest appraisal, and I think we do.

IF YOU agree with this, then you will also agree that our future is largely up to us—that it is largely in our own hands, the future of every business rests in the hands of the men and women who are its owners and employees of that business. This is true whether it is a small store or a business employing many people.

So, the job ahead of every manager—every owner—is to make clear the objectives of our business to all employees, and to do this so clearly that there will be no misunderstanding of those objectives.

PERHAPS YOU have seen children play the party game "What's The Password?" One youngster whispers the password to the next one, and so it goes from ear to ear. If the password starts as an idea, such as "regain the lost youth," the last youngster gets the word as "Moses is dead."

So it is with the word passed from one employee to another, and more especially from one echelon—or department—or division—to another. The truth gets warped into strange shapes. When the last person gets the word, the facts are often unrecognizable.

Also, there is no such thing as "no communication!"

FOR INSTANCE, a family moves into a neighborhood—draws the window shades—closes the door—has no contacts. It does not have no public relations—it has bad contacts. The public around the family, or business, draws its own conclusions. If the family or the business, as a business—if that business is to get its head above the crowd in its field.

The same principles apply to retail and to government. In any and every channel you need clear, clear, and clear communication. There is a fine old fable that deals with putting ideas over. I'm not sure you'll find it in Aesop's case, but it was told to him by the man who goes around asking the other animals—"Who is king of the jungle?"

The giraffe answers that, of course, the lion is king of the jungle. The gorilla gives the same answer. So does theopard—the panther—the tiger. Up in the trees, the monkeys reply in chorus—"The lion is king of the jungle."

THEN THE lion meets the elephant and asks him who is king of the jungle. The elephant, instead of answering, lifts up his trunk, tosses him up in the air and when he comes down tramples him decisively. Without a word, the elephant stalks off into the woods.

After a while the lion rises patiently, shakes his head and mutters—"There's always one 'elephant' who never does get the word."

Getting the word across is a life-and-death matter in the lion's jungle, no less than it is in that other jungle we affectionately refer to as the American marketplace.

If you consider how easy it is to get off the track in our marketplace, and how many snares and delusions lie in wait for the unsuspecting manager, you'll agree that the word "jungle" is not an unfair description.

LET ME DRAW you a picture of what the pitfalls are. (Here Mr. Renfrew displayed a chart with an upcurve).

This shows you the straight line trend of our economy between the years 1920 and 1964. Our gross national product, despite the occasional recessions that we remember with a collective shudder—has described a healthy, upping curve for all of these 44 years.

But—go back to the year 1928 and look at the names of the 100 topmost corporations of that year. Then, move over to the year 1964 and see what has happened to those same companies. You find that no less than 34 of them are out of business today.

Why did this happen in a period of steeply rising trends?

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## Scouts' Progress Report

Three Birmingham-area residents presided at recent press conference where 40 representatives of newspapers, radio and television heard progress on the "Wonderful World of Scouting" Exposition, State Fair Grounds, June 5, 6, 7. They are (left to right) Scout Council President Edwin O. George, 352 Barden Road, Bloomfield Hills; American Scouts President Roy Abernethy, 3940 Oaklander, who is serving as General Exposition chairman, and Ex-Cell-O Corporation's Ralph C. Charbeneau, 25635 River Drive, Franklin, Exposition publicity committee chairman. The 25,000 Cubs, Scouts and Explorers are sponsoring 600 indoor booths and outdoor subjects at the three-day show. Tickets are being sold by Scouts throughout the Council's area, included in Oakland, Macomb, and Wayne Counties.

## County Aids School

Oakland County contributes \$19.92 per child in elementary school, according to a report by the Oakland County Treasurer.

Total appropriations for area districts include Birmingham, \$361,687.44; Southfield, \$224,060.16; Bloomfield Hills, \$122,926.32; Troy, \$87,110.16; West Bloomfield, \$47,708.40.

## Former Britishers To Benefit from Sale

FRANKLIN — The Earl of Heshborough chapter of the Daughters of the British Empire are holding an attic treasure and baked goods sale Friday from 10 a.m. to 3 p.m. at the home of Mrs. Reginald Cavill, 5125 Franklin Road. Proceeds will benefit the home for aging ex-British subjects who are now U.S. citizens.

## Keeping the Peace

NAVY Chief Warrant Officer Thomas B. Hendrick, son of Mrs. Forest H. Smith of 32268 Auburn Dr., Birmingham, is serving aboard the nuclear powered attack aircraft carrier USS Enterprise operating with the Sixth Fleet in the Mediterranean.

Enterprise is a unit of the large Mediterranean combat ready naval force that is a constant reminder to any potential aggressor of America's determination to keep the peace.

The term Iron Curtain, used to describe the veil of secrecy and distrust that surrounded the Soviet Union and its satellites, was first used by Winston Churchill in a speech in 1946.

## Comedy Corner

"George sends his notes airmail!"

## 2 AFROTC Cadets Get 1st Jet Ride

John E. Matulatis, son of Victor E. Matulatis, 26250 Evelyn, Franklin, and Peter D. Foot, son of Mr. and Mrs. David Foot, 1710 Blair House, Bloomfield Hills, received orientation flights in Air Force jet-aircraft for their excellent record in air science classroom and leadership studies.

Both cadets flew in T-38 aircraft from Selfridge Air Force Base. Captain Robert Finley, U.S. Air Force instructor, was at the controls.

Both students will be commissioned as second lieutenants, USAF, upon graduation from the University.

## VILLAGE OF BEVERLY HILLS NOTICE OF PUBLIC HEARING

TAKE NOTICE that the Village Council of the Village of Beverly Hills will hold a public hearing on Monday, June 15, 1964, at 8:00 o'clock p.m. in the Village office, at 18400 West 13th Mile Road in said Village for the purpose of considering the following amendment or addition to Ordinance No. 29, being the zoning ordinance of the Village of Beverly Hills, to-wit:

ARTICLE 18-R-M—MULTIPLE-FAMILY RESIDENTIAL—DISTRICT

Section 1.01. Principal Uses Permitted:

- All principal uses permitted in R-1, R-1A, R-2, R-2A and R-3 single family residential districts with the lot area, yards, and floor area requirements equal to or less than the requirements of the immediately adjacent single family residential district.
- Multiple family dwellings, consisting of 2 or more attached units.
- Off-street parking.
- Private swimming pools designed and operated only for occupants of the multiple family development and their personal guests.
- Name plates and signs as follows:
  - For each dwelling unit, 1 name plate not exceeding 4 square inches in area, indicating:
    - For a management office, no sign not exceeding 1/4 square foot.
    - Accessory buildings and uses customarily incident to any of the above permitted uses.

Section 2.01. Site Plan Submission and Approval. In connection with any of the above uses, the developer shall furnish the Village Council with a site plan in the development area in the development site plan for any use permitted in the R-M district district to scale by a registered architect or engineer, showing the location of all buildings, parking spaces, parking spaces, open areas, fire hydrants, sidewalks, swimming pools and green belt areas and any other additional detail of the proposed building or buildings and elevations of all 4 sides of dwelling units by type (e.g., number of bedrooms) shall also be submitted. Any proposed protective covenants shall also be submitted whereby the developer proposes to regulate the development. The site, architectural and landscaping plan shall be approved by the said Village Council prior to the issuance of a building permit for any of the permitted uses in the R-M district except for those uses permitted under Section 1.01 A hereof when considered an integral part of a multiple family development. In consideration of each approval the Village Council shall give consideration to the following:

- The location and size of the use.
- The nature and intensity of the operation involved in or conducted in connection with it.
- Its site, layout and its relation to pedestrian and vehicular traffic.
- The assembly of persons in connection with it so that same will not be hazardous to the neighborhood or be incongruous with the character of the neighborhood.
- Take into account amount of parking and proposed routes of pedestrian traffic, particularly of children.
- The location and heights of buildings in order that such use will not obstruct or interfere with the appropriate development of adjacent land and buildings or impair the value thereof.
- The location, size, intensity and site layout of the use shall be such that its operation will not be objectionable to nearby dwellings, by reason of noise, fumes, or flash of lights to a greater degree than is normal with respect to the proximity of multiple to single family residential uses not conforming with adequate supply of light and air, nor increase the danger of fire or otherwise endanger the public health, safety and welfare of the residents of the area and the Village.

The Village Council may in its discretion, refer any such site, architectural and landscaping plan to the Planning Board for its review and recommendation. The Planning Board shall equate the proposed site plan with the standards set forth herein.

- Section 3.01. Prohibited Uses. In order to clarify the type of permitted uses, the following uses, among others, are specifically prohibited to-wit:
- Rental office as accessory to a multiple family dwelling development or project.
  - Four or more lodging houses or boarding houses.
  - Motel or hotel.
  - A home for the aged, indigent, or physically handicapped, or a rest or convalescent home.
  - Hospital.
  - Trailer camps or mobile home parks.
- Section 4.01. Density. In any multiple family development, the required minimum useable floor space per dwelling unit shall not exceed 700 square feet (a)
- Section 5.01. Floor Space. In any multiple family development, the required minimum useable floor space per dwelling unit shall be 1,000 square feet exclusive of space in basements, garages, breezeways and porches.
- Section 6.01. Open Spaces. In any multiple family development, the required minimum open spaces shall be as follows:
- Front Setback—40 feet (a)  
Side Setback—30 feet each side (a)  
Rear Setback—35 feet (a)
- a. Each side yard shall be increased by 1 foot for each 10 foot or part thereof by which the length of the structure exceeds 40 feet in over-all dimension, along the adjoining lot line. In order to preserve the general open character of the district, structures shall be limited in length to 325 feet with a maximum wall length without an offset to be 125 feet. An offset shall be not less than 4 feet in depth on both front and rear sides. Yards and spacing between buildings shall be provided on the following basis:
- 1 & 2 story structures: 45 feet between buildings and 35 foot rear yards.

Section 7.01. Maximum Building Height. In any multiple family development, the maximum building height shall be 2 stories of 30 feet.

Section 8.01. Green Belt. No use permitted in the R-M district, other than those permitted in a single family district, shall be created or used on any lot or parcel adjoining a residential district unless a green belt is provided and maintained along the adjoining residential district lot line 50 feet in width with definitive landscape and landscape plan first approved by the Village Council. The use of solid green belt, a 5 foot obscuring masonry wall, may be utilized provided prior approval of Village Council is obtained.

Section 9.01. Total Lot Area. No building or structure, including accessory uses, located in any R-M district shall in total, cover more than 30% of the total land area.

Section 10.01. Frontage on Streets. All multiple family development shall be on lot or parcel of at least 10 acres in area.

Section 11.01. Required Area. All multiple family development shall be on lot or parcel of at least 10 acres in area.

Section 12.01. Off-Street Parking. Off-street parking in the ratio of a minimum of 2 parking spaces for each dwelling unit shall be provided on any lot or parcel adjoining a residential district, including doors, and 1 off-street paved space shall be provided.

Section 13.01. Definitions. For purposes of this Article, the following terms are defined as follows:

- Multiple family dwelling unit is construed as a building or a portion thereof or designated as a residence for 2 or more families living independently of each other and doing their own cooking in said building or portion thereof. All dwelling units shall have at least a living room, a dining room and a bathroom, which basement shall be located under such unit.

All persons interested will be heard.

CHARLES E. FERGUSON  
Village Clerk