

Modern day complexities affect employees and take their toll

By JACKIE KLEIN

An increasing number of workers suffer some form of occupational stress, authorities agree.

"Anxieties, founded or unfounded fears, lack of self-confidence and esteem, hypertension and various psychosomatic disorders can be traced to some extent by work environment," according to Dr. Joel Dreyer, a psychiatrist with the Southfield-based private mental health clinic, Intervisions Inc.

Intervisions has implemented a "Troubled Employee Program" designed to aid management and union personnel in assisting workers who are experiencing problems. Through a referral process, said Dreyer, employees may get the help they need to restore them to a more satisfactory, meaningful and productive life. Troubled employees are diagnosed to determine if they require private or group therapy, symptomatic relief or sensitivity training with their leaders," said Dreyer. "Studies show that employees tend early in a job to establish individual work patterns which are usually maintained."

"PERSONALITY DIFFERENCES become apparent early and supervisors or union representatives begin to learn the behavior habits of employees quickly. Any unresolved stress life situation can bring about behavior changes that affect employee job performances."

Traditionally, when this occurs, said Dreyer, management follows the disciplinary system from verbal warn-

ings to firings. Unions continue to follow the grievance procedure of getting the employee's job back even in cases where other action might have been of greater benefit to the worker.

"The paradox under the traditional system lies in the fact that both management and union are ignoring a unique opportunity for the employee to be faced with taking responsibility for his own behavior," Dreyer contends. "Management can't tolerate and union doesn't condone poor job performance."

"Together, they can provide the motivation and support network necessary to encourage the employee to seek complete restoration in a program of self help."

The Troubled Employee Program in no way replaces traditional actions of management or union, but offers a middle step to give the employee a chance to receive the help he needs, Dreyer said.

THE PROGRAM, with its labor management training, enables supervisors, foremen, committeemen and shop stewards to identify the troubled employee by his poor work performance or impaired interpersonal relationships, he noted.

"The employee can be offered the help he needs before the disciplinary procedure begins," Dreyer said. "In cases involving alcoholism and drug abuse, many times this can prove to be life saving."

Implementation of the program begins with a joint meeting between management, personnel, local union president, plant union chairman and a



DR. JOEL DREYER

representative of the Troubled Employee Program to discuss all aspects of the procedure.

"An important part of the program is labor-management training, a two and a half hour course devoted to teaching techniques in the art of helping troubled employees," Dreyer said.

The seminar is conducted at a mutually agreed upon site. The purpose of the course isn't to educate the participants to become diagnostician or therapists but to augment their skills with added information and techniques. Emphasis is placed on stress, what causes it and how workers cope with it.

"Participants' attitudes toward persons with behavioral problems are examined and sensitivity is explored. Communication skills are taught and another part deals with availability of referral sources and community resources."

FROM THIS trained group, union and management persons are selected by the personnel manager and union president with input from the training team to form an "in-plant program team," Dreyer said.

Members act as referral agents and don't attempt to diagnose or treat persons who are referred to them. The troubled employee is reminded unless his problem is identified and corrected, he's subject to penalties and disciplinary action.

A referral is then made using resources provided by the Troubled Employee Program training sessions. Referrals will be limited to treatment facilities provided under guidelines of the program.

"These facilities have been screened for quality of service, staffing, accreditation, certification, funding sources, experience, reputation and an understanding of the Troubled Employee Program," Dreyer said.

An alternative to the in-plant program team is the appointment of an in-plant counselor with an academic background in the human services field. The counselor, as a full-time employee, would provide ongoing training for second echelon personnel, provide education relating to health and safety, research new and added treatment facilities and continue to evaluate the Troubled Employee Program.

INTERVIEWS, approved by Blue Cross, Medicaid, Medicare and major medical programs, also provides therapeutic sessions conducted by Dr. Paul Adams, author of "New Self-Hypnosis," to help workers overcome tensions and stress.

Very often stressful situations and anxieties surface as symptoms such as smoking or overeating, said Dreyer. "Many times, by treating the situation, we can be successful in removing the symptoms."

Hypnosis and self-hypnosis are used as therapeutic tools to lower anxiety levels, increase self-esteem and reduce hypertension. Treatment is available for the worker and his family under medical supervision in Intervisions.

A classic study of Detroit automobile workers by A. Kornhauser, author of "Mental Health of the Industrial Worker," concludes from one-fourth to one-half of men studied say they are often worried, upset, both tired and nervous.

The study, according to Kornhauser, reveals extensive feelings of inadequacy, low self-esteem, anxiety, hostility, dissatisfaction with life and low personal morale.

Studies show that alcoholism alone costs U.S. industry \$1 billion annually in lost employee time, sickness and accident benefit claims, poor judgment and loss of investment through training workers, said Dreyer.

Complexities also sophisticate real estate

By JACKIE KLEIN

Real estate, in this complicated business world, has grown from a "mama and papa" operation to a sophisticated, multi-faceted profession.

That's the concept of the new Southfield-based Monetary Investment Group (MIG), according to the firm's management team.

"MIG is a real estate investment banking company totally involved in the field," explained Charles L. Gordon, 37, chairman of the board.

"Banking, in this instance, is a group combining ingredients ranging from real estate equity investments, security offerings and brokerage to property management and consulting services for individuals, pension funds, professional corporations and trusts."

Harold T. Stulberg, 37, executive vice president of the company founded last January and recently located in the Charles Office Building in Southfield Road, described the professional approach to real estate investing.

"OUR CLIENTS are buyers and sellers, individuals or institutional investors who retain us exclusively. We help them decide what they hope to achieve, locate real estate investments, negotiate transactions, de-

termine the best method of financing and secure the most advantageous rates."

After acquisition, MIG manages the property to protect the investment and maximize the return. We often act as co-investors with clients. The key is striving for future appreciation with a conservative viewpoint, taking into consideration calculated risks, benefits and lack of benefits."

Stanley E. Gusk, 31-year-old president of the company, is responsible for acquisitions, syndications and property management.

"Putting a group of investors together is just one aspect of the total concept," said Gusk. "Handling that group with professional expertise makes real estate a viable investment. In this economy, the capital resources of many individuals aren't strong enough. A syndicate with financial backing can join forces and we serve as a general partner."

"WHEN POOLS of money are gathered and development or acquisition real estate syndicates are formed, not only are the location and structure important, management under the new form of ownership is absolutely essential."

The day to day operations of a development is the key to its success whether it be a shopping center, mu-

ble home, apartment complex or office building. Our participation in management is a definite asset and a vital part of the package deal we offer to investors."

"We earn our fee as general partners and ongoing management agents responsible for leasing, repair and maintenance of investment properties. Like stock brokers, we provide total service including counseling our clients when they diversify themselves of investments."

As vice president of a national investment banking firm, Gusk directed the assemblage of an income-producing real estate portfolio of 60 properties totaling \$250 million in asset value. He received his bachelor's degree in industrial engineering from Pennsylvania State University and a master's degree in business administration from Michigan State University.

STULBERG, RESPONSIBLE for coordinating overall brokerage activities of MIG and assisting in property acquisition, is a licensed broker with five years experience specializing in commercial real estate. He has represented and acquired real estate as an exclusive agent for private and institutional investors and nationally known builders developing in the Michigan market.

He majored in marketing and business administration at Ferris State College, University of Detroit and University of Michigan.

Gordon provides counseling to real estate investment trusts and other institutional clients and assists in developing real estate security offerings. He has 14 years experience in a broad range of real estate investment banking and has managed a commercial portfolio of more than \$200 million and a real estate investment trust with assets of \$30 million.

He earned his bachelor of science degree from Indiana University and later studied at the University of Michigan, Dearborn, specializing in real estate.

The partners believe real estate investing means more than just seeking quality properties, putting together investment groups and managing.

"WE START out with a thorough analysis of changing economic conditions to determine if a particular investment will suit a client's inter-

mediate or long-term plans," Stulberg said.

"We examine all projects carefully to ascertain cash flow expectations, tax shelter benefits and capital appreciation possibilities. We stay with the transaction through its closing and we're available to provide management counseling and recommendations on resale or alternatives."

MIG helps institutional investors solve their real estate problems stemming from high interest rates, tight mortgage money and the rising cost of building and utilities, Gordon said. He believes clients will come to a firm with backing and credibility.

"It's no longer enough to find good properties because they could be bad investments," said Gusk. "Raw land in communities like Southfield isn't moving. An investor wants to use that land for a specific development so he can realize appreciation as an end result."

Bad property could offer enough turnaround potential to make an excellent investment after financial or management restructuring. MIG can provide that service which includes taking over financially troubled construction projects and directing them to a rewarding completion."

GUSKI is handling the management of a Southfield office building in

the process of foreclosure because of the dreary economic climate. By his taking care of day to day problems, he believes the building will survive the spiraling increases in cost of operation.

"We're not real estate brokers or money raisers," Gordon said. "We're consultants who combine our selective talents for total investment packages."

MIG, said Gusk, is responsible for \$40 million in real estate. He maintains every economic situation provides opportunities.

"You can manufacture widgets

one day and make money and tomorrow the business is no longer profitable," he said. The housing industry has come to a grinding halt, inflation is rampant and the cost of real estate is out of sight.

"We went into business a year after the big downward slope to provide total service for those caught in the crunch. With vision, there's money to be made in real estate investment."

The fact that it's an asset for professionals to be in charge has been highlighted. Ma and pa real estate is getting as obsolete as the corner grocery store.

Metrication would help trade, says Bendix chief

Adoption of the metric system in the United States "can lead to international standards that lower the barriers to trade and increase the bonds between nations," an internationally known economist and industrialist told the Great Lakes Metric Conference.

The speaker was W. Michael Blumenthal, chairman, president and chief executive officer of the Bendix Corp., a multinational corporation based in Southfield.

While metrics is an easier system of weights and measures to work with, Blumenthal said the larger significance of the move towards metrication is its contribution to the increase of the commerce between nations.

"METRICATION is a common language," said Blumenthal, and as such it is an essential ingredient of the "world trade community." That community, made up of those people, institutions, and governments who are involved in international commerce,

"is undergoing stress at the moment unprecedented in history, stress that is in part brought on by its very success as a community."

Third World nations, he said, "are

demanding not just a larger slice of the pie, but a different sort of pie altogether. There are severe and novel demands being voiced for different policies on foreign investment, and for radically different policies regarding the marketing of commodities."

This rhetoric hides some real and meritorious needs and any approach to world trade that forgets that fact is doomed to long term frustration," he said.

He went on to point out that "Metrication is a symbol of unity and world integration in a time of increasing international antagonisms."

"BUT IT IS ALSO more than a symbol. It is a very real contributor to the increase in world trade. Differences in standards remain a barrier to open trade, and everything that can be done to eliminate them results in more trade, more interdependence, and more community," he continued.

"We can now speak of the potential for a worldwide market for automotive parts, with the parts standardized in all countries. And we can do so in no small measures because of the metrication movement's success."



STANLEY E. GUSKI



CHARLES L. GORDON



HAROLD T. STULBERG