

# Opinion

Steve Barney editor/477-5450

33203 Grand River Ave./Farmington, MI 48024

Philip Power chairman of the board  
Richard Agnina president  
Dick Iaham general manager  
Dan Chovanec advertising director  
Nick Sharkey managing editor  
Fred Wright circulation director

5A(F)

U.S. Monday, November 19, 1984

## There's a lesson for business in IH survival

IN SPRING of 1982 International Harvester (IH), one of the world's largest manufacturers of farm equipment, was in trouble.

The company had been seriously damaged by a 172-day strike in 1980. At the same time, a recession was strangling this nation — especially small farmers, the backbone of IH customers. A business that had posted profits of \$427 million in 1979 was drowning in red ink.

It was time to begin negotiations on a new labor contract. Two men with suburban Detroit backgrounds played key roles.

**JACK RUTHERFORD**, a former Troy resident, is now president and chief operating officer of IH. On Friday he described those negotiations to a group of executives at the Management Education Center in Troy.

"We didn't know if the company was going to survive in 1982," Rutherford said. "You could have flipped a coin. It could have gone either way."

Rutherford took the unusual step for a

chief executive of sitting down at the table and working on the contract. It was the first time in the history of IH that anyone except a labor relations department executive negotiated.

Rutherford asked for concessions worth more than \$100 million. "I honestly explained that IH faced a crisis," he explained. "Without their cooperation, the company would have no future." He was successful, and after two weeks the new agreement was signed.

ON THE OTHER side of the table was Seymour Kahan, then assistant director of the UAW agricultural implement department. Kahan, of Livonia, is now retired.

"I agree with Jack's assessment," Kahan said last week. "Those negotiations were crucial to the company's survival. But, believe me, it was very hard for the union to grasp that point. We had to convince our members that it was in their self-interest to make substantive concessions."

"Those discussions helped change the



Nick Sharkey

bitter feelings engendered by the 172-day strike," he said.

Rutherford followed up the negotiations by meeting with all plant managers. "I told them we would change the old adversary relationship we had with the UAW," he said. "In the future we would be honest in discussing our problems with the union. We would also expect that plant managers

would permit workers to participate in decisions."

IT WOULD BE nice to report that in this new era of labor-management cooperation, IH's problems were over. It wasn't that simple.

For the first nine months of 1983 IH lost \$401 million. That was reduced to a \$63 million loss for the first nine months of 1984.

At the end of his speech, an executive asked Rutherford the obvious question: "I can understand how you can improve relations with a union when you are threatening bankruptcy. What's going to happen when you start making a profit? Will everything return to normal?"

Rutherford's excellent reply: "We have to work every day to improve our relationship with the union. But it's not as hard as it sounds. Look into the mirror. What are the things you want in a job? I'll bet you want fair pay, security, recognition and a chance to participate. That's all hourly workers are seeking."

Kahan agreed. "During the last few years labor and management have gone through hell together. It's time they both realize it's in their own self interest to find areas of agreement. Jack Rutherford is an excellent proponent of this kind of management philosophy."

Too bad a company has to be on the brink before labor and management can learn to work together.

### oral quarrel

## Readers don't like rent hikes

This week's Oral Quarrel question asked readers: What stories — good or bad — can you tell us about landlords with whom you've been associated? Following are the responses.

I have been a resident of Waldenwoods for 15 years. I am a senior citizen and I don't think I am treated fairly and this rent raise, I have always paid more than anybody else in my building.

Thank you very much for the work you are doing sir. I am a resident of Waldenwoods Apartments, senior citizen and have been here for over 14 years. Through the years we have been given two-year leases with a slight increase in our rent and then in recent years the lease was reduced to one year and of course an additional slight increase in the rent. The past year, however, the rents have been exorbitant.

I have read your articles on the Bezons Corp. There is another group of landlords, Hoffman and Tyner, who own a good many of the complexes in the city of Farmington for rental and West Bloomfield and Birmingham, who, I believe, are doing the same

thing as Bezons Corp.

We had three rent raises in six months and we are up in our 80s and on a fixed income, and we just cannot pay that kind of rent. We have no other place to go. We are renting from Bezons and we have had it. We will have to go to an old folks home.

I live in Kensington Manor owned by the Bezons Co. and I am paying three month raises in six months which is unreasonable in anybody's language. I see in the paper where the company is worth \$350-million so they must not need the money too bad if they are worth that and us old retirees here can't afford it.

The rent has gone from \$490 to \$625 in eight months. I don't think it is fair.

My rent has gone up from \$520 to \$625. I don't think it is fair.

Hoffman and Tyner, who are owners of the Knob of the Woods, Glens, Hunter's Ridge complexes and many others, are using similar tactics as Bezons

Corp. with excessive rate increases in the same manner as your other huge corporations that have excessive holdings in this state.

I am calling and I am a resident of Farmington West Apartments, downtown Farmington, where many seniors live and since I have been here, which has been the last five years, my rent has gone up to nearly \$500 a month. In fact it is \$435. We have no central air, we have no dishwashers, and we don't even have an intercom to answer the door. So I feel that Farmington West is overpriced, and I would like to join the people at the Muirwood Apartments or Fairmont Apartments and help them. I think we need rent control, and we need it very shortly. For the seniors and many people. We have a lot of problems of getting things done.

I live in Kensington Manor on Farmington Road. When I moved here I was paying \$380 a month. They have me up to \$530. They wouldn't give us any leases a while back but since they offered me a lease because so many people are moving out. We don't have any maintenance man half of the time and we have no manager half the time. That's what we get for our \$530.

**SUNHAWK SOLAR SYSTEM**  
IF SUNHAWK CUTS YOUR FUEL BILLS  
**30% to 40%**  
would that make you feel warm all over?  
AMERICA'S #1 RATED SOLAR HEATER  
**425-3330**  
Solar Heat it's...Heaven Sent

**Arthritis Today**  
Joseph J. Weiss, M.D.  
Rheumatology  
20317 Farmington Road  
Livonia, Michigan 48152  
Phone: 478-7860

**DR. WEISS COLD HANDS IN ARTHRITIS**  
Many people note that with the onset of arthritis, their hands exhibit a sensitivity to the cold. The fingers become painful, numb, and may blanch when exposed to cold; for some people, entering an air-conditioned room can initiate an attack. This disorder is called "Raynaud's Phenomenon" in honor of the Frenchman who first brought attention to the association of arthritis and the cold.  
This response of the hands occurs because of spasm of the small arteries bringing blood to the fingers. The spasm prevents the usual flow of blood into the hand, and this lack of blood supply brings on the discomfort and color change that characterizes "Raynaud's Phenomenon."  
The sensitivity to cold exhibited by the blood vessels is thought to be the result of the deposition of arthritis related antibodies onto the inner lining of the arteries. In turn, by means not yet understood, these antibodies make the blood vessels clamp-down in the presence of cold.  
Physicians have tried a number of drugs in the attempt to prevent such spasms; to date no drug therapy has achieved consistent results. Fortunately, in most cases, wearing heavy gloves and keeping the hands out of the cold provides satisfactory relief.

**"DON'T PROCRASTINATE ... INSULATE"**  
For Greater Energy Savings  
**INSULATION SPECIAL \$300.00**  
Per 1000 Sq. Ft. Ceiling  
6" Blown Fiberglass (R-14)  
**JONES INSULATION SUPPLIES INC.**  
Call 348-9880  
Blanket Insulation Available

**This holiday season give independence to someone you love. Give LIFELINE.**

If you can't always be there for someone you love, LIFELINE can. LIFELINE is a personal telephone response system to help those who are frail in health or disabled maintain their independence. With the simple press of a remote button, a LIFELINE subscriber can summon help... day or night. Give someone you love a sense of security, and give yourself peace of mind. Give a subscription to LIFELINE this holiday season. Call 927-7077 for more information. More of what you need most... GARE.

**Mount Carmel Mercy Hospital**

**BERGSTROM'S BARGAINS**  
25429 W. Five Mile Road, Farmington, MI 48024  
532-5646  
Where service is coupled with unsurpassed technical expertise

<b>MOEN Single Handle KITCHEN FAUCET</b> "The Good Stuff" #7533-A Reg. \$55.25 <b>\$39.95</b>	<b>ameri-therm THERMALLY ACTUATED VENT DAMPER</b> T-300 \$49.95 <b>\$29.50</b> T-400 \$69.95 <b>\$38.95</b> T-500 \$69.95 <b>\$41.95</b> T-600 \$79.95 <b>\$48.95</b>	<b>INSINKERATOR DISPOSAL BADGER I</b> Reg. \$64.05 <b>\$41.95</b> 1/4 Horsepower
<b>OWENS CORNING TUB &amp; SHOWER DO-IT-YOURSELF</b> #329.95 Reg. \$425.95 #O.C.-80 IN WHITE (COLOR EXTRA)	<b>Space-Gard AIR CLEANER</b> #129.95 Reg. \$159.95 Removes 99% of pollen and spores; up to 90% of dust and dirt from the air circulated through your forced air system. #2200	<b>KOHLER RIALTO ONE PIECE WATERSAVER SILENT FLUSH</b> Reg. \$323.05 <b>\$249.95</b> COLORS EXTRA
<b>BANNER Stainless Steel KITCHEN SINK 33x22 WITH CUTTING BOARD</b> #74.95 Reg. \$139.95 #833	<b>Bergstrom's recommends a Honeywell Chronotherm</b> on every installation Save up to 30% on your gas bill. <b>\$99.95</b> Reg. \$129.95 T-8200 Heating Only	<b>"RIO" 17 1/2" x 22" VITREOUS CHINA WHITE PEDESTAL LAVATORY</b> #110.00 Reg. \$169.50 Faucet Not Included
<b>Valleycrest Lever Handle WATERSAVER LAV FAUCET</b> #39.95 Reg. \$69.95 5 Yrs. Warranty Crystal, Oak or Brass Handles	<b>A.O. Smith KGA-40 Gas Water Heater</b> #144.95 Reg. \$179.95 40 Gall. Gas	<b>AMERICAN STANDARD PLEBE Grade A White</b> #54.95 Reg. \$94.95 Seat Not Included
	<b>IN-SINK-ERATOR HOT WATER DISPENSER</b> #59.95 Reg. \$89.95 #H-330	<b>DELTA WASHLESS 3 VALVE TUB &amp; SHOWER</b> #49.95 Reg. \$69.95 #2683