



Barbara Cluff, handling a \$100,000 inventory (Photographed by Art Emonuel)

## Car parts manager is a 'confident' boss

By SANDY TESSLER

How does a woman advance to a position which is almost always held by men in one of the world's largest corporations?

Sometimes by being in the right place at the right time, says Barbara Cluff, an aggressive, self-confident person with a positive personality.

Mrs. Cluff is 21 years old and is one of the few (maybe only) females in the country managing a \$100,000 parts inventory at a car dealership.

Mrs. Cluff is parts manager for Birmingham Chrysler/Plymouth in Troy. She started there as a part-time posting clerk while in high school.

MRS. CLUFF said she wanted to be a teacher, but was unable to find a teaching job after graduation and settled for a full-time clerk's position.

Mrs. Cluff moved into her new post when the parts manager quit. She was promoted, she said, because her boss was "in a bind," and because, "I'm an aggressive person."

At that time she didn't know the name of a single car part. For one week she pored over the books at home. Now she is familiar with, or has handled, an estimated 10,000 auto components.

Mrs. Cluff, who is a newlywed, stated bluntly, "I'm not a women's libber. I told the general manager when I took this job that my husband comes first, and I would quit if the job threatened my marriage in any way."

Even though she disclaims feminism, Mrs. Cluff said, "I made sure my salary was the same as a man's in the same position."

ALSO, SHE PREFERS working men to women. "Women can be so petty. Men are more open; you can talk to them," she explained.

Mrs. Cluff has six men working under her supervision. Two of them were offered better paying jobs, but told her they chose to remain because they wanted to stay with her.

"I'm a good boss," she said. "If someone is going to walk all over the parts department, it's going to be (over) me, not my people."

"I have an open relationship with my people," she continued. "They have confidence in me, but I have to trust them, too."

"Half the battle is confidence," Mrs. Cluff said. She said the mechanics were so patient with her in the beginning that she couldn't have held the job without their help.

AND, ALTHOUGH she's not a "women's libber," she loses patience with men who call and keep asking for the parts manager, after she's repeatedly told them, "This is the parts manager!"

Her advice to other women: "Don't let all the harassment get to you. I mean, like, I had one man come in last week and ask me if I knew what a gas cap was. Can you believe it?"

## Very 'special' community becomes her life's dream

By ELSPETH BEIER

What's it like being a woman in a man's world? According to Betty Jo Brey, Birmingham-Bloomfield Real Estate Board's first woman broker with a multi-list designation, "Everyone and everything has been so nice in this man's world."

"I grew up with four brothers and learned early to get along with men," Mrs. Brey smiled.

TWO YEARS ago she opened her own office, Brey Real Estate and Investment Company, now located at 1287 S. Woodward, Birmingham. Currently she is earning her own builder's license through Russell Institute in Southfield and assembling staff

for a second Brey office at 7365 Orchard Lake Road, West Bloomfield.

Mrs. Brey, who has lived in many corners of the world, dreams of building a special community far from city distractions where people from various nations can hold seminars on interdisciplinary topics.

"We Americans do not conduct profound studies the way other governments do. We do what is expedient, not what is considerate of long range planning in many disciplines from economics to the arts," she explained.

Mrs. Brey attributes much of her success as a broker to "the support of builders."

"I have been fortunate to have

many new home listings through Marco Builders, Snyder Building Co., Yorktown Building Co. and Habitat Building Co., and that helps so much," she said.

A FUTURE ASSET, the broker said, is the career chosen by her younger daughter Sonya, a student of architecture and design at the University of Michigan.

"Some time Sonya and I are planning to work together on 'the house that every woman will love.' It will be the ultimate house," she said.

Daughter Ingrid is a potential counsel for the Brey firm. She was accepted at the Cooley College of Law following her graduation from Michigan State University in June.

Mrs. Brey's husband Albert served his career in the U.S. Army Corps of Engineers and once built a \$33 million city with the Royal Iranian Army.

He participates in the administrative end of the business, with special emphasis on land development in northern Michigan.

Mrs. Brey is spending her summer working through the clauses of the new Michigan Land Sales Act and developing a large tract of timbered land on Green Lake across from Interlochen Fine Arts college.

She also will attend an advanced real estate management seminar in Ann Arbor and, as usual, will be the only female in the group.



Mrs. Brey: 'Everyone and everything has been so nice.' (Photographed by Patricia Beck)

### Today's investor

## Machine tool investment good

A. It would seem to me that with high inflation in our economy and shortages in many areas, there will be a big demand for machine tools for many years and that it would be a good idea to invest in companies making them. Do you think I am right in reasoning that way?

A. Yes, I believe it is likely that our machine tool industry will enjoy above-average business for several years to come. Inflation puts a great deal of pressure on industry to improve its efficiency and productivity, and the easiest way to do this generally is to put in newer and more efficient machinery.

Also, the shortages in many industries will result in the building of much new productive capacity. This means that even if we should have a slow-up in business generally, those companies which produce capital goods should continue to enjoy a high volume of business.

This does not mean, however, that every company that makes

By THOMAS E. O'HARA  
Board  
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Clubs



great deal of that business is Westinghouse. Yet that company has not been particularly profitable or a good investment.

That doesn't mean it won't be in the future, but I'd rather bet on a company that has been profitable than one we hope will be profitable.

Investment clubs have a good tool for checking the past record of a company, and you could use it very easily. It's called the stock selection guide. Its use is explained in great detail in NAIC's Investment Club Manual. A copy of the guide completed for a particular company appears in the May 1974 issue of Better Investing, and I'd be glad to send a copy to any reader who writes me.

Q. I own shares in Fruehauf, and I just received the company's latest report. It says earnings are at a record level, yet earnings per share are down. I don't understand how earnings can be at a record level yet earnings per share are lower. Can you offer an explanation?

A. The most obvious answer is that when Fruehauf bought Kelsey-Hayes a year ago, the management did a questionable job for the Fruehauf shareholders by paying much more for Kelsey-Hayes in terms of Fruehauf stock than it was worth.

The basic business of Fruehauf seems to have been very good and profitable, but as a result of the Kelsey-Hayes purchase, there are several million more shares outstanding and the increased earnings spread over the larger number of shares has resulted in a lower earnings per share figure.

The Kelsey-Hayes division is apparently not producing its share of earnings for the company. The stock market, of course, is not fooled by the rhetoric, and values the stock on a per share earnings basis and with a raised eyebrow on the Kelsey purchase.

Fruehauf's management apparently has quite a job ahead of it in making Kelsey-Hayes worth the price it paid.