

Building industry calls for federal support

Builders feel the building industry is facing disaster that can be headed off only by "special and immediate action . . . to increase production to meet the nation's housing needs, to provide jobs and to bolster the economy."

Paul J. Forcier Jr., president of the 1,000-member Builders Association of Southeastern Michigan, called for quick government action at a major meeting of residential builders from the Detroit metropolitan area held recently at the Troy Hilton.

"The current low level of housing is in itself inflationary," declared Forcier. "It creates dangerous distortions in the economy and unwarranted and unnecessary mounting unemployment."

FORCIER CALLED for swift implementation of the new Federal housing and community development act and the home purchase assistance act, designed to bring relief to the ailing industry.

He also asked for improved processing procedures within Housing and Urban Development (HUD).

"We believe," said Forcier, "there is a pressing social and economic reason today for reaffirmation of the Housing Goals of 1958. The goals call for construction of 26 million units within the 1969-1978 decade."

"The nation has fallen short of that target," he declared. Housing starts are only a little over the million-unit level, barely half the level of a year ago.

"Virtually none of that can be obtained by lower and middle-income families. Two-thirds of American families have been shut out of the market for homes and apartments."

IN ADDITION to implementing the federal legislation, the area builders association made the following proposals:

- Permanent standby authority should be enacted to automatically trigger assistance in times of severe disruption of the private market.

- The Federal government's programs to assist low and moderate income families should be reinstated immediately.

- Attention must be paid to preserving and rehabilitating the nation's stock of sound existing structures.

- The Federal Reserve Board should move toward an easier monetary policy in both the rate and the supply of money since, under current circumstances, tight money and high interest rates are inflationary in themselves.

- In addition, the Federal Reserve should allow increased commercial bank borrowings at the discount window, backed by mortgages.

- Means must be found to provide mortgage money on a continuing basis and at reasonable rates of interest.

- Both the short term and the long range future of the housing industry must be studied in more depth.

- A working committee should be established to create a coalition on a continuing, concerted program.



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People relate to leadership

The young man in my office was obviously trying very hard to make an impression. He graduated from college two years ago and now found himself in a job that he considered not up to his capabilities. He seemed now to be mainly interested in convincing me—and himself—of his executive potential.

He talked about how he enjoyed working with people and felt that he was a leader. He was very irritated, however, that in his job he did not have a title that people respected and thus was not able to show his leadership ability.

I ASKED HIM for specific examples of his leadership involvement with people. That put a different light on things. He really had shown almost no interest in people, either on the job or in his personal life.



By
MAURY ELVEKROG
Ph.D.
Management
Psychologist

His focus was almost entirely on himself, and when he complained about lack of leadership possibilities, he was really concerned that people did not show him any great respect. He was certainly much more interested in prestige and position than in the opportunity to accomplish any particular results. We discussed leadership as a

trait that can operate in either a positive or negative way. The leader who really is interested in accomplishing results will establish himself regardless of what title he may carry or what his particular assignment may be.

He makes people pleased to acknowledge his leadership.

Negative leadership is a demanding, insisting type of leadership, dependent on title and rank rather than meaningful direction.

This results only in grudging, unenthusiastic going along with what "the boss" has to say, and then only when people feel there is no other option.

I EXPLAINED to the young man that he'd probably be much better off himself and make a much better contribution in the organization if he would focus on developing a positive leadership style rather than being concerned about his job title.

Parentetically, the difference between positive and negative leadership often makes the formal organization chart of an organization almost meaningless in terms of reflecting who exerts influence in an organization.

Charles McDonald gets state post

Gov. Milliken recently appointed Charles P. McDonald, of Birmingham, as the certified public accountant member of the newly created State Tax Tribunal.

A quasi-judicial agency within the Department of the Treasury, this board will hear disputes on state and local taxes.

Initially, The tribunal will concern itself with property tax matters; ultimately, over the next three years, it will assume jurisdiction over other tax matters presently handled by the Board of Tax Appeals, the Corporate Tax Appeal Board and district and circuit courts.

Charles McDonald is a member of the Oakland County Chapter of the National Association of Accountants and the Michigan Association of Certified Public Accountants.

He was director of administration for the law firm of Dickinson, Wright, McKean and Cudlip in Detroit prior to this appointment. Previously he was a manager of the accounting firm Peat, Marwick, Mitchell & Co.

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