

Mount Joy, Pa.
September 13, 1948

A FREE LUNCH
HEREIN OFFERED

Dear Neighbor:

Briefly here is what the Entertainment Committee for K. T. KELLER DAY (September 30, 1948) requests you to do:

1. Give information requested on enclosed reply post card and mail it not later than Monday, September 20.
2. Write on the back of this reply post card the names of the members of your household who will attend the K. T. KELLER DAY Meeting beginning at 3:30 P.M., September 30, 1948, at the Mount Joy High School.
3. Give the complete post office address of the person whose name appears first on the back of said reply post card, thereby indicating acceptance by all persons whose names are on the post card of the invitation to the free lunch herein offered.
4. If you will attend the Meeting but will not partake of the free lunch, please write the words "No lunch" on the post card.
5. The first 3 000 people who accept this invitation to this free lunch will receive by mail free lunch tickets. Persons who receive these free lunch tickets shall present them to the caterer who will serve the food between 5 and 6 o'clock.
6. Please be sure to give correct post office and street number or R. D. so that the free lunch tickets for each name on the reply post card can be sent to the person whose name is given first on said post card.
7. If you are planning to partake of the free lunch, please return enclosed reply post card promptly so that the Committee may know whether to prepare lunch for 3 000 or for less than 3 000.

This will be a great day for Mount Joy, Florin and vicinity. It will be an "Old Home Day" as well as "K. T. KELLER DAY". Let us get together, listen and enjoy the festivities together, eat together and stay together from 3:30 P.M. until Mr. Keller leaves Mount Joy at 7:57 P.M.

Yours truly,

M-1669
M-1670
Post Card

Entertainment Committee for
K. T. Keller Day, September 30, 1948
Clarence Schock, Chairman

Afternoon Program
K. T. KELLER DAY
Mount Joy, Pa.
September 30, 1948

2:30 P.M. Parade will start from east end of E. Main St., moving westward on E. Main St. to Marietta St.; south-westward on Marietta St. to Poplar St.; south on Poplar St. to High School, where it will be reviewed by Mr. Keller and Gov. Duff and will proceed in order to the Athletic Field, parading all around the Athletic Field to reserved seats held open for paraders.

3:30 P.M. Meeting on Athletic Field in honor of Mr. Keller, according to the following program.

1. Singing of "The Star Spangled Banner" by the Pottstown Glee Club.
2. Invocation by Rev. W. Lester Koder.
3. Presentation of the Presiding Officer, Arthur P. Mylin, County Superintendent of Public Schools, by Samuel Dock, President of the local Chamber of Commerce.
4. Reading of the Burgess' Proclamation of "K. T. Keller" Day.
5. Address by Dr. Theodore A. Distler, President of Franklin and Marshall College.
6. Singing of "America" by the Pottstown Glee Club.
7. Introduction of the Governor of Pennsylvania by General Daniel B. Strickler.
8. Address by Hon. James H. Duff, Governor of Pennsylvania.
9. The honoring of K. T. Keller as "Pennsylvania Ambassador" by the Governor of the Commonwealth of Pennsylvania.
10. Response by Mr. Keller.
11. Singing of "God Bless America" as a benediction by Pottstown Glee Club and the audience.

Representatives of the Department of Public Instruction, the Department of Commerce and the State Chamber of Commerce we hope will be present.

Lunch will be served immediately, first to sixth grade and younger school children.

Men of Achievement

K. T. KELLER

Meet Chrysler's "K.T.", one of motordom's "big wheels." This frank appraisal of another of America's top 50 business leaders points up the background and thinking behind many of his company's policies

by BOB FINLAY

MORE THAN MOST enterprises, Chrysler Corp. reflects the personality of its president—forthright, energetic Kaufman Thuma Keller, known throughout the auto industry as "K. T."

For this, there are very good reasons. Keller has been president of Chrysler for 13 years, which makes him, with Studebaker's Paul Hoffman, dean of the auto presidents. At 62 he is one of the most active, forceful men in the industry. He prods into every cranny of the business. As one of his executives put it:

It's amazing the number of things K. T. can get into a few minutes."

This is because of Keller's philosophy of business and his methods of operation. While many top executives devote a great deal of their time to matters relating to business in general but not directly part of their own business, Keller believes that most of his time should be spent in dealing with the major problems of his own business.

His desk is the nerve center of Chrysler Corp. Yet he leaves it much of the time to roam through plants and departments, visiting his lieutenants on the scene of action. We asked one executive what a visit from Keller was like.

"You can bet on one thing," he said, "and that is that he will ask the \$64 question first.

"K. T.'s questions are sharp, penetrating. You feel he knows more about what you are doing than you do. And if you don't know the answers!

"He really doesn't do anything—just looks at you steadily for a few seconds that seem like hours, then turns around and walks out. I guess it's all in your imagination, but you feel like you've been through a cyclone. The best thing to do is to rest quietly until you get over the shock. Then work like hell."

Actually, Keller appears to be a jovial, husky man who could easily be mistaken for a lumberjack. Yet he has a keen esthetic sense that, combined with his mechanical ability and functional leanings, is reflected in beautiful and useful Chrysler workrooms as well as some of the most beautiful cars on the road. Keller himself designed the conference room in which he meets with the operating chiefs twice a month. He designed the light chairs of aluminum with upholstered backs which give comfortable but firm support. Although the room is nearly 30 feet long, you can hear a whisper from one end to the other.

His interest in so many phases of the automobile business is natural. He has worked in most of them. He came up from the bottom—"and I really mean the bottom," he emphasized. Some of these jobs weren't taken just to learn

the business—they were strictly from hunger.

"I was like a seed that fell by the roadside and just grew," he said. "I didn't have time to worry about the things ahead. I was in dead earnest with the present."

Keller is still in dead earnest about the present. The biggest part of Chrysler's present is concerned with building vehicles—Plymouths, Dodges, DeSotos, Chryslers, and Dodge and Fargo trucks.

In 1947 Chrysler plants in the United States turned out just under a million of the 4,800,000 vehicles built by the industry. Output of Canadian plants brought Chrysler's total to 1,006,000. Pre-war, Chrysler passed the million mark just four times.

Keller has keen appreciation of the machinery it takes to build these cars, and of the facts and figures and knowledge stored up in books.

But it is the plus factor, the human factor, that really engages his attention. It's imagination plus knowledge that really makes for progress, he points out: "If you hire an engineer without imagination, you'd be better off with a book."

He believes that to keep in front a company must do its work before it gets into print.

"It's like a pack of dogs hunting," he says. "The first dog has to use its eyes,

nose, and brain; the second dog has only to watch the tail of the dog ahead of him."

Under Keller's leadership, Chrysler officials don't do things just because other people do them. A case in point was the planning for a lighter, less expensive car that engaged the attention of Ford and Chevrolet just after the war. When asked about Chrysler plans in that respect, Keller remarked:

"Why dangle out lures for the future when you are already making the best cars you ever made? It's like the tourist people telling their customers to wait for a trip to the moon."

Both Ford and Chevrolet have since dropped plans for the so-called light cars.

But what if auto prices soar out of the reach of people? Keller was asked.

"We can build a car of four wheels, a frame, motor and a canvas top if we have to in order to get prices down and people want to buy them," he said.

But at times Keller will talk about the future—in his own way, of course. He has revealed that Chrysler will make no change in its present models, probably through most of 1948.

"We now have," he says, "the best designed and engineered cars the industry has ever built, and there is no reason why we should stop production

to change models when demand is so great."

When he talks about the future here he makes no promises that might make people inclined to wait for the new models. He is simply saying that Chrysler will not change in the immediate future just for the sake of changing.

He thinks motorists want something tangible to improve the car, through a better ride or more convenience, if a change is to be made, rather than just "a lift in the face."

For instance, back in September, 1947, Chrysler started changing over to Goodyear's new Super Cushion tires, which do just that—provide a super cushion upon which to ride. This doesn't sound like much of a change on the surface, but Keller points out that it is one of the milestones in motoring, comparable to the introduction of hydraulic brakes.

Chrysler engineers worked for three years with Goodyear before the tires were adopted.

"The change," Keller says, "involved not only the placing of wider rims on smaller wheels, but also major design changes in the steering and fenders to take care of the tire's extra width."

When Chrysler sees a fundamental change in autos it doesn't believe in halfway measures. It has adopted the new tires from the highest-priced Chrysler to the lowest-priced Plymouth.

We tried to slip in another question about the future to Keller. We pointed out that FORBES had recently had its 30th anniversary, so would he give his opinion on what might come in the next 30 years.

Deadpan, he replied: "Sure, I can answer that. People will go right on eating, probably three meals a day. They will ride in cars, although I don't know just what the design will be. They will go on having babies, and dying. Politicians will go on politicking, and publications will go on publishing, with those publications which offer valuable information gaining in popularity."

Keller sees the auto industry facing a great task this year as it continues the job of trying to satisfy the demand for

adequate authority and responsibility to the men involved, "leaving them elbow room in which to operate, but keeping in close touch with them."

At Chrysler, Keller has a system of keeping complete tabs on what goes on day by day, and of having the data in simple, intelligible form before the top executives each day. The lapse of a week or a month may let too much of the wrong kind of water to go over the dam.

Thus, with daily reports coming in and Keller constantly going out to see the men operating in their own departments, he's constantly in touch with the business.

He is as much at home in the roaring factories as he is in the quiet offices, firing questions at his chiefs. Old-timers in the business say that Keller can walk through a factory and pick out unerringly a single discord in the clamor of thousands of machines. And he can adjust the machine, too, the old-timers tell you.

But for all his love of work and application to it, he knows how to relax, too. He believes that every man should have a hobby, "even if it is just tending a patch of daisies." It gets your mind off the worries of your business, and leaves you refreshed for the next day, he feels. In the Keller household the daisies come under the jurisdiction of Adelaide Taylor Keller, whom Keller married in 1911.

Keller's hobbies are fishing and photography, and he knows many a fascinating spot to wet a line in the United States. He used to like to ice skate, "but I quit when Charlie Wilson (C. E. Wilson, president of General Motors) broke his hip." (Wilson quit, too.)

Keller likes many other forms of recreation where he can meet people: he attends meetings, hockey and football games, and the theater regularly.

At one time he held a messy, greasy manual job at 40¢ an hour at the Hudson Motor Car Co. He rose to head one of the Big Three companies in the motor world. So we asked him if there still existed such opportunity in our country.

few days lest it spoil. He sees our system of free enterprise spurring the thousands of people on to take the risks involved.

At 16 Keller was graduated at the top of his class in high school.

Before and after school hours he worked in different small local factories, in addition to doing chores at home. Profits earned from raising pigeons and his earnings enabled him to go to a business school in Lancaster, where he took commercial law, shorthand, typewriting and bookkeeping.

He broadened his experiences and education by going to Britain when 18 as secretary to a religious leader. Returning home at 21, he got a \$75-a-month job in the office of the factory manager of the Westinghouse Machine Co., which later became a part of Westinghouse Electric and Manufacturing, at East Pittsburgh.

Reaching the conclusion that the factory and engineering held more promise than white-collar work, he enrolled as an apprentice at 30¢ an hour, a big come-down from his office pay.

All through his career, he was never afraid to earn less to learn more.

Keller's work attracted the attention of Henry L. Barton, then works manager of Westinghouse, and before long he was assistant general foreman of the department which was then making engines for the Chalmers Co., an early auto maker of Detroit.

As Detroit was beginning to hum as the auto center at that time, 1910, Keller set out for that city and quickly got the job of chief inspector of the Detroit Metals Products Co. at \$125 a month. The company made motor axles, among other things. Next, Keller became general foreman of the machine shop of the Metzger Motor Car Co., and it was there that he learned it doesn't pay to get too cocky. As he puts it, a higher-up got the idea Keller was putting on airs. It wasn't long before he was walking the streets.

His savings vanished and he knew real hunger in the next three months before he got that messy, greasy job at \$100 a month at 40¢ an hour. His ability soon

opposition in any given argument. They are always asking questions.

Part of this can probably be traced to Keller's principle of tending to the major problems of his own business, keeping quiet about what you are doing until you are ready to spring it, and always looking at things with a questioning mind. Chrysler men don't mix too much with their competitors. Top executives usually have lunch together in the executive dining room in the administration building in Highland Park, a Detroit suburb.

As a result of this, some people in the industry get the idea that Chrysler men are unfriendly, although we've talked to men in high and low positions at Chrysler who say it is one of the most friendly places in which to work; and when you get to know them they are very friendly. There are some in the industry who say that Chrysler isn't sales-minded, and yet Chrysler sold its cars into the Big Three after starting from scratch against great competitive odds.

Keller and Chrysler men take nothing for granted. Just after the war several auto companies announced huge expansion plans. Chrysler announced nothing. When asked about it, Keller said:

"We are always prepared for expansion, but we never plunge. Enlargement of a business comes through steady and natural growth."

Many dramatic stories might be written about Chrysler's engineering and research laboratories, about its Institute of Engineering, or human interest stories about its "library of tools" from which sons of employees may borrow tools as they do books at ordinary libraries; but Chrysler doesn't encourage the writing of such stories. It doesn't talk much about what it is doing, it just goes ahead and does things. As Keller says, Chrysler swims with the currents as it finds them.

Nor does Keller talk about the sales battle to come.

"Experiences," he says, "are always different. You can't fight a war on the basis of the last one. People get pretty

cars that accumulated during the war years. He believes that the industry in 1948 could surpass the 1947 record by a few cars, but points out that the path is far from clear. Steel is still in short supply, and strikes and other factors cause concern.

"The price spiral," he says, "gives no sign of having reached the top and several strong pressures remain to push prices higher. Many of these pressures could have serious results."

"The effect of the Marshall plan and the proportion of total American production of goods that will go into exports remain unknown. Of course, this industry cannot escape the effects of these factors, and any resulting limitation of the supply of goods available for domestic consumption."

Keller is well informed on many subjects. He's an avid reader of books, magazines, and newspapers, although he claims that he rations himself on reading because he has to use his eyes so much in his business and insists on having time to keep up his human contacts, too.

He considers human contacts most important.

However, he reads every night in bed, and, while he knows a lot about many things, he refuses to sound off about anything unless he is intimately acquainted with all sides. Many men, he points out, make the mistake of trying to be prophets in things outside their orbit just because they are successful in one line.

Thus, he refuses to speculate on the subject of labor-management relations, asserting that it is like a family learning to live together.

"The outsider," he says, "has a better perspective. Our workmen are more important to us than they are to anybody else in the world. But I will say that you can't get good relations by theory. It takes practical co-operation."

The word "practical" means a good deal to Keller in every approach to business. He says, for instance, that in attempting to run any business the size of Chrysler Corp. the jobs must be broken down to a size that is practical for a man of ability to handle. Keller says Chrysler does that, and then gives

everybody, he asserted, still has the opportunity if he wants to sacrifice. But you only get out of things as much as you put into them."

He pointed out that sacrifice involved work, study and keeping physically fit so as to be alert at work. The apprentice in the shop owes it to himself to get to bed early enough to keep his mind fresh for his problems just as much as the executive does.

"You can't shortcut acquirement of knowledge, and I include experience under knowledge," he says.

And we asked him what his advice would be to those seeking to get ahead today. He replied:

"Get into business, and learn all you can about it. Don't be too particular about whether you like the business or not. You can learn to like it if you have the right spirit."

That's about what Keller did. He was born November 27, 1885, at Mount Joy, a small community 12 miles West of Lancaster, Pa., and spent his early boyhood in the village and on an adjacent farm. He curried his father's horses when he was so young he had to use a chair to reach the top of the horses' backs. An old picture his wife treasures shows him a tousle-headed boy of about nine or 10 astride a goat before his father's barn. Keller thinks he was the goat, though. All the goat had to do was eat, while Keller had to do all the work involved in keeping him.

With his farm and village background, Keller has appreciation for the benefits the free enterprise system and competition have brought us. Fresh, wholesome milk at the door, Winter and Summer, means a lot to him. He knows what it takes to get it out of the cow under clean conditions, and to the table.

He appreciates, too, the system that makes it possible for Detroit people to eat strawberries and cream in the Winter. He knows the risks involved in planting the crop down South, in getting it picked, in having freight cars there at the right time to ship the crop to markets thousands of miles away and to get it to the people in a matter of a

won him better work, however.

Then he moved to Tarrytown, N. Y., as chief inspector for the Maxwell Co., at \$50 a week. He worked hard, saved his money and married Adelaide Taylor.

Then Barton, who had become influential at General Motors, sent for him, and Keller responded, although he again had to take a cut in salary—from \$200 to \$150 a month. This was in 1912, when General Motors was becoming a big organization. Keller circulated among the various machine shops of Cadillac, Buick, Oldsmobile, and Oakland as a trouble-shooter.

In 1917, Walter P. Chrysler, who was later to form Chrysler Corp., noticed Keller's work and brought him into the Buick organization as general master mechanic. After four years, he was drafted to the GM central office as a member of the mechanical engineering staff. In 1921 he was promoted to vice-president of Chevrolet, in charge of manufacturing. Three years later he was sent to Canada to become general manager of GM's Canadian operations.

Meanwhile, Chrysler had organized Chrysler Corp. After reorganizing Chalmers and Maxwell, he asked Keller to come with him as vice-president in charge of manufacturing. Keller came, early in 1926.

The new company had an uphill fight. Ford and General Motors were already giants, dominating the industry. In the face of this strong competition, Chrysler built the dream car of the three engineering musketeers, Fred M. Zeder, Owen Skelton and Carl Breer, so called because they always worked together, and still do. The young firm pioneered many of the engineering advances that are standard today, including high compression engines and four-wheel hydraulic brakes.

Chrysler won its place in the Big Three through engineering and manufacturing ability. To this day top Chrysler men seem to reflect that early struggle of competition. They are intensely competitive, skeptical men who peer underneath statements accepted readily by others.

Many in the industry say that you will usually find Chrysler men on the

wise through experiences, and they are sure they won't make the same mistakes again. But it's always the unexpected that throws them off.

In the final analysis, Keller is more of a doer than a talker, although he can talk well. He's a keen student of men and what they say. For instance, in these times when people seem to be pulling every which way except together, he points out:

"It seems that every time I pick up a paper I see the word 'fight' all over it. 'City Fights This,' 'Whosit Fights That.' That approach conditions people to be in the mood for fighting. Actually, in most cases, there isn't a fight at all."

Keller believes that it is "progressive experimentation," and that's what he would call it.

And it's by progressive experimentation that we get ahead, he says.

K. T. Keller received the following citation from FORBES Magazine upon his election, in a nationwide poll, as one of America's 50 Foremost Business Leaders:

K. T. Keller, President, Chrysler Corp.

Head of a great motor-car organization who likes to describe himself as "a mechanic." Superb master of many varied technical skills and of the art of directing corporate human effort towards maximum production. For his priceless services in time of war a grateful nation bestowed on him its supreme honor, the Medal for Merit.

June 15, 1948

By Permission of Forbes Magazine

EVERYBODY from everywhere INVITED TO ATTEND

MOUNT JOY'S "K. T. KELLER DAY"

There will be in the parade about 2 500 boys and girls of the Public Schools including about 1 600 third grade and older pupils from the nearby school districts of Marietta Borough, East Donegal Township, Mount Joy Township, Rapho Township, and Mount Joy Borough, plus the boys and girls in the High School Bands of the following School Districts:

Columbia Borough
East Donegal Township
East Hempfield Township
East Lampeter Township
Elizabethtown Borough
Ephrata Borough
Lititz Borough
Manheim Borough
Manheim Township
Manor-Millersville District
Mount Joy Borough
Paradise Township

The American Legion, Friendship Fire Company and other organizations of Mount Joy Borough will participate.

**Concert by Pottstown Band and Glee Club
5:00 P.M. until 8:00 P.M.**

EVERYBODY from everywhere INVITED TO ATTEND

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