

# profile...

## Personality, confidence, and management know-how have made Howard Grady a leader in the ag chemicals industry

TEN YEARS AGO, California Spray-Chemical, well ensconced among the top market-getters for agricultural chemicals in the West, wasn't making too much noise in the East. The eastern region had only one district, with 21 men on its marketing staff.

Today, the scene is different. Calspray's eastern region has nine districts and 147 marketing people. In addition, three production plants turn out the raw materials for 18 agricultural chemicals formulating plants located in strategic growing areas throughout the eastern half of the U. S.

One of the men responsible—probably the one most responsible—for pushing this fast and successful growth is the kind who lets no grass grow under his feet. With him at the tiller, it would not be surprising to see similar strides in the next 10 years. The man, Howard J. Grady, eastern regional manager for Calspray, has very definite management ideas on how to keep a company on the go—upward.

Along with his executive acumen, erstwhile chemist Grady has a sharp sense of the value of research. Take this example: New Jersey apple growers got a real scare one season when the foliage on their trees became spotted, portending—to them—a disaster. Orthocide, Calspray's fungicide, had just gone into semicommercial sale, and the New Jersey people were among the buyers. They used the product in their orchards, in combination with oil sprays or within a couple of days after oil applications under slow drying conditions. Then the spots came. The growers, blaming Orthocide, were probably on the verge of suing, Grady says. But he, a planner and confident in his product, wasn't about to let Orthocide take the blame for something he was sure had its cause elsewhere.

Research would give the answer. Company researchers must create the spots on foliage under laboratory conditions, he told the research department. The work paid off. They found that when oil spray was applied with too little interval ahead of the Orthocide, coupled with a sunless, humid climate, spots would appear on the foliage of certain apple varieties. Investigation revealed that these were the exact conditions in New Jersey at

the time of spotting. And Orthocide was saved from an untimely death.

Grady joined Calspray as a research entomologist in 1926 after a year's stint as chemist with Cities Service Oil. Among his first duties was one of lining up agricultural research agencies to test the phytonomic oil sprays which Calspray had developed. In so doing he was actually developing new markets and finding new uses for the sprays. In the late 20's, with the help of experiment station authorities, Grady worked out the control of pear psylla (which defoliates pear trees) in Michigan and western New York. The oil spray did the trick.

From 1931 to 1939 Grady served as European representative for his firm, with headquarters in Paris. And during his foreign tenure, Calspray put up several plants in Europe. His job there was basically what it is here—to find and develop new markets, round up distributors, and plan research, merchandising, and advertising.

While he was in Europe, he got the idea of bringing to the United States several foreign crop growers to show them how U. S. growers apply pesticides, in what combinations, and under what conditions. He also saw that they were shown how packers here mechanically pack fruits and vegetables—something almost unheard of overseas at the time.

Since 1948, when Grady opened up the eastern region for Calspray, sales there have increased by a factor of 10. What his boss, company president A. W. Mohr, has to say about him explains why Grady and his work for Calspray have been so successful: "Mr. Grady believes strongly in holding the price line and selling the customer a product on the basis of quality and the services which Calspray has to offer. He trains his men to answer the potential customer who says, 'But I can get it cheaper from someone else,' with proof that in the long run, it is not cheaper despite the lower sales price."

Grady is popular with those under him. One reason is that his decisions, which bear on all of them, stand on firm ground. To make the best decision, one must have all the facts, says Grady. And one of management's toughest problems is to get all the



**Howard J. Grady**

Born June 11, 1903, Oakdale, Pa. Univ. of Kansas, B.S., chemistry, 1925; minor in entomology. Cities Service Oil Co., chemist, 1925-26. California Spray-Chemical Corp., research entomologist, 1926-28; technical sales rep., 1928-30; European rep. (sales, production, and development), 1931-39; branch mgr., Portland, Ore., 1939-43; northwest div. mgr., 1943-48; asst. sales mgr. (home office), 1948; v.p., eastern reg. mgr., 1948 to date.

facts. But Grady spends about half his time away from his Washington, D. C., office (one airline gave him a 100,000-mile plaque), visiting his plants, people, customers, and potential customers, and he gets the facts.

What does he think of the agricultural chemicals field? It is relatively young, he says, and has a good future. But it will take good management to get the industry a good fair return on the dollar. Agricultural chemicals makers have to keep up on research—again a management-making decision. This research, which takes in toxicology studies, is expensive, so it has to be sound. "By the time you make pound one (of a new product), you have spent \$1 million," Grady claims.

He advocates a positive approach to selling, as his salesmen well know. They wouldn't last long with him, for instance, if they approached customers with "Do you need any such-and-such this week?" Instead he insists that his men go to their customers with a plan that will help them, suggesting what demand they might expect for the season. "If you don't have a plan for the customer," he states, "you are wasting your time and the customer's."

Anybody could pretty well size up Grady and his management principles with just a glance at his desk. On it and within his easy reach is a book, "How to Have Confidence and Power in Dealing with People."