

PROFILE

Roy Carr: 1989-90 AOCS President

There are people who will bow to the greater wisdom of city hall. Incoming AOCS President Roy Carr is not among them. He is proof that one can fight city hall and win.

Carr's skirmish with city hall occurred in 1969 while he was living in Richardson, Texas, and working for Anderson-Clayton Foods. He attended city council meetings regularly, always sitting and listening quietly in the back. One day the council announced it would rezone a residential area so that a 12-lane freeway could be built through the center of Richardson. Carr and his neighbors were not pleased.

"But when I went door-to-door, I got the same response," Carr said. "Everyone said, 'Of course, it's not right to put a freeway through a residential area and nature park, but you can't fight city hall.'" Carr did not agree. He organized a citizens' committee which arranged air and noise pollution studies for the area; he asked retired people from the highway department to estimate the cost of building the freeway in the countryside between Richardson and Plano rather than through Richardson; he rented a plane and filmed alternate highway routes.

He did not stop there. He contacted the owners of the property between Richardson and Plano and eventually convinced them to donate agricultural land near Plano for the highway. "I pointed out that their land abutting the highway would increase in value. At that time, the donation was calculated to save Texas taxpayers \$50 million." Carr and the Citizens of Richardson Association, armed with data, then went to government officials. J.C. Dingwall, the director of the Texas Highway Department, was convinced, and the citizens eventually won; the Texas highway master plan was changed to the route proposed by the citizens' group.

"This just proves you can beat 'city hall' if you do it profession-

ally with facts and not emotionally," Carr said.

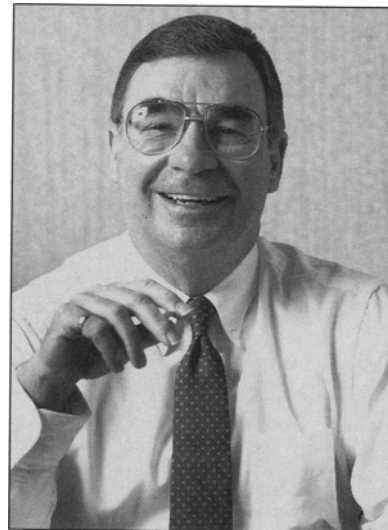
The same methodical, well-organized, take-charge characteristics that galvanized 3,000 fellow citizens in Richardson now motivate his colleagues at the POS Pilot Plant Corp. in Saskatoon, Saskatchewan. According to Don Hrytzak of POS, "People who work with Roy value his leadership skills, but they particularly appreciate his personal integrity and honesty. He never inflates anything and he never covers anything up."

Hrytzak credited much of POS' recent success to Carr's personal style. Since joining POS in 1984, Carr has used his "door-to-door" approach to improve POS' visibility in the industry, Hrytzak said. "Basically, he got out his shoes and tromped all over to make POS a credible leader in the field of oil research."

Under Carr, the use of research and development facilities at the not-for-profit private company has tripled; its operating budget has nearly doubled from \$1.6 million to \$3 million (Canadian), and the staff has increased from 25 to 39 employees.

A quick look at his résumé shows just how willing Carr is to take on responsibilities and to act on his belief that "it's important to do things well at the moment you believe they should be done." Since completing his chemical engineering degree at the University of Toronto in 1952, he has had 16 different job titles in five companies. In Canada, he has worked for The Procter & Gamble Co., Canbra Foods and POS. In the U.S., he was employed by Anderson-Clayton Foods and Hunt-Wesson Foods. Carr has run the edible oil industry's professional gamut: research and development; quality assurance; regulatory activities; consumer relations; plant management; process engineering and manufacturing, an area where he is an acknowledged leader.

People in the fats and oils busi-



ness say there are not many people who have as much practical and scientific knowledge as Carr or who are as willing to work as hard to solve problems. Carr, however, is not one to take all the laurels for any success. He believes more in the accomplishments of teams rather than individuals.

"I played a lot of team sports growing up, and I learned that to be successful, it was necessary to mold yourself to be part of the whole," he said. "As a manager, I try to get people into the habit of working on goals as a team. I encourage people to take responsibility. In my experience, teams constantly change so it is more important to focus on goals for the whole team rather than on individuals. You may have good bean counters, scientists and engineers, but the synergistic effect of the team is greater than the sum of its parts."

Carr believes that synergy occurs when there is openness among people. It is a belief that he held at different companies. It also is a tenet he considers important for AOCS. He has called good communications "the thread that binds together all facets of the society" and a key factor in "improving the synergistic effect" of AOCS. He

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said he will strive to improve communications within the society and to encourage new members.

He himself received a lot of encouragement when he joined AOCS. "Lois Crauer from Alfa-Laval thought I knew a thing or two about refining and kept after me until I finally gave a talk on the subject at the Amsterdam World Conference. Later, Bob Hastert and Joyce Beare-Rogers encouraged me, and now I'm here."

Although several members say they have complete confidence in his abilities to communicate on technical and society matters, they are not certain of his abilities in the area of immigration law. As a dual citizen of Canada and the U.S., Carr does seem to spend a lot of time talking to border officials.

Carr explained that the only reason this occurs is because he's honest. "I get held up at the (U.S.-Canadian) border because, when someone asks me about my citizenship, I tell them I am a Canadian and a U.S. citizen and that I hold two passports. The guards either don't believe I can be a citizen of two countries, or they aren't too sure of the rules." So the Canadian-born Carr must explain: Prior to 1977, if Carr had applied for U.S. citizenship, he automatically would have lost his Canadian citizenship. Now, Canadians can apply for citizenship elsewhere and still retain their original citizenship.

He sought U.S. citizenship because he likes to "think" internationally. "I thought it would be terrific to be part of two great countries. However, the U.S. only allowed me to become a citizen after (AOCS member) Eddy Campbell reluctantly told them I wasn't too despicable," Carr said, laughing. In addition to two passports, he has the dubious privilege of calculating taxes for two countries.

Carr's internationalism carries him beyond the U.S. and Canada. He often travels for the provincial government of Alberta and the Canadian government. Pakistan, India, China, Korea, Japan, Czecho-

slovakia, Hungary, Mexico and the Soviet Union have been among his stopping places. "Mainly, my job is to provide straightforward technical information on oilseeds and processing, but I still have to do a lot of reading about the politics, bureaucracy and culture of the countries I travel to."

He has adventures wherever he goes, most involving food or language. "Roy makes a worthy effort of speaking a little bit of the language wherever he goes. We (a Canadian trade delegation) especially had a good time with his attempts in Japan. Everyone was quite good-natured about a play Carr and others made on his last name," said Si Sigal of Agriculture Canada. "San" in Japanese is a term of respect and a Japanese word that sounds like "ocarrsan" (or more properly spelled Okasan) means "honorable mother." Carr, who was addressed as "carrsan," became the "mother" of the mission.

"We also like to tease Roy about his judicious use of chopsticks," Sigal said. "Someone once told us that if a person had made a major mess around themselves, they must have enjoyed the food. Well, it was obvious that Roy always enjoyed the food."

In his limited free time, Carr also enjoys playing bridge with his wife Liz, but he says he is not one to play competitively because he gets enough competition in business. Every September he goes fishing in northern Saskatchewan with the POS Board of Directors. "The lodge is nice, the food and drink excellent, the comradeship superb and the fishing. . . well, I was relatively lucky the first time."

No matter how highly his colleagues regard him, Carr does not always receive the utmost respect. At POS, a duck temporarily unseated him in an office coup. Carr momentarily left the room one day and returned to find that his chair had been usurped by a rubber duck. That was to remind him of the friendly, wild duck who had taken

a liking to him on a POS fishing trip. According to Carr, when he vacated a comfortable seat in the boat, the duck waddled onto the boat, squatted in his seat, and "left a mark the size of a frying pan on my lovely seat. I swear that duck looked at me with great glee. What I still don't understand is why that duck chose my seat when it had miles and miles of wilderness to choose from." So much for respect!

Much of Carr's success in dealing with technical difficulties and recalcitrant ducks can be attributed to his sense of humor and to his flexibility. "I've never set rigid goals for myself in the development of my career. I have always done the best I can wherever I am. When you're younger, sometimes you can fool yourself and convince yourself that there is one particular career goal for you. Life has a way of changing. Even as I look at our industry, it's so different from when I started. The industry is much more consolidated now. I had to be flexible to meet those changes."

In retrospect, Carr said much of his satisfaction has come from accepting new challenges. He has changed employers periodically because "after you've been in most jobs for five or six years, you get to the point of spinning your wheels. Most of the challenges are licked by then. So every six or seven years, when someone whispers in my ear and says 'I have a challenge for you,' I respond."

Whispers, however, are unlikely to draw Carr away from POS. "There is a high level of job satisfaction in helping clients from around the world solve their research and development problems. Every day there are new challenges to tax my ingenuity," Carr said. "There is no chance that I will ever be 'spinning my wheels' on this job. But don't tell my board of directors."

This article was written by JAOCS newswriter Anna Gillis.