

Of the three brothers, Henry (right, with wife, Anne) is decidedly the family leader in all Ford operations.

Benson (below, with family) directs most of his energies toward company problems and philanthropic activities.



## FORD (Continued)

lane, to the University of Michigan and the Fund added \$6 million to convert it into an extension of the university. Activities will start this year and ultimately the enrollment is expected to reach 2,700 students. The Ford Fund also sponsors the Atoms for Peace Award, which annually gives \$75,000 tax-free to the individual making the greatest contribution toward finding new ways in which atomic energy can be used for the welfare of mankind.

"We hope," says young Henry Ford, "that the Atoms for Peace Award will help stimulate private business and professional men throughout the world to find new ways that science can be used beneficially."

Dr. James Killian, who heads President Eisenhower's Science Advisory Committee, described the award as a "bold and imaginative act on the agenda of world peace."

More and more, these three young men of the Ford family are finding the confidence and courage for the "bold and imaginative" acts of which they are capable, both intellectually and financially.

OF THE THREE, Henry is decidedly the leader—in social thinking and political affairs, as well as in business. This is a natural outgrowth of the situation which brought the Ford boys into the family business. Thrust into a position of almost unparalleled responsibility when he was only 28, Henry either had to grow into the job or permit it to sink him. He grew—and he's still growing.

The story of Henry's rise to power in the Ford Motor Company is one of the great business-adventure stories of all times. Called home from the Navy on the death of his father, Edsel, in 1943, Henry found his grandfather on the verge of senility and under the



influence of a tough and unscrupulous ex-plant protection man who was steering the Ford Company down a one-way track to bankruptcy and oblivion. In September, 1945, his grandparents asked him to take over the company, and he was elected president at a board meeting that month.

Then he began to build the management team which in the last decade has again made Ford a pre-eminent name in the automotive industry. When he first took over, he had little but the Ford tradition and the courage and tremendous social sensitivity of his father to guide him. But he was sharp enough to know this and to bring in the administrative talent—headed by Ernest Breech, now board chairman—needed to do the job.

Henry's naïvete in the early years was both disarming and refreshing. In his first year as president, the Ford Company announced a program of "human engineering"—a fancy label to designate a broad allocation of authority and responsibility to make maximum use of the talents of Ford workers at every level. A newspaper reporter asked Henry what was meant by "human engineering."

Henry looked honestly puzzled. "Darned if I know," he said. And he turned to one of his new associates and asked: "What do we mean by that, anyway?"

Contrast this with the self-assured young industrialist who early this year said: "The present challenge to business leadership in the free world shouldn't be looked on as a burden. Rather, it's a call on the imagination and energies of free men to meet the poverty and misery that breed despotism and war. We must stop defining our day-to-day actions in terms of rigid absolutes."

Henry is the tallest of the three Ford boys, measuring about six feet on a rugged torso that tends to be portly. He is built along the lines of an Ivy League Babe Ruth, with a heavy, barrel-like body mounted on a pair of rather thin legs. He dresses impeccably and talks in a voice pitched slightly above normal which has been carefully trained for his frequent speaking engagements.

He is genial and good-natured, but not flip; he cuts short conversations

which aren't going anywhere. He knows what he's talking about before he tackles a subject, be it in a meeting or a private conversation, and he expects the same of others.

Henry and his wife, the former Anne McDonnell of New York City, have three children: Charlotte, 17; Anne, 16; and Edsel, 11. They live in comfortable but not baronial luxury in the plush Detroit suburb of Grosse Pointe, about an hour's drive from the Ford plant. Henry makes only a few concessions to his wealth. One is a vast new Summer home on Long Island, New York, just completed this year. Like his brothers, Henry is jealous of his week ends, and tries not to take work home with him. He regards his private life as private, and wants it kept that way.

Although the two younger Ford brothers are equally adamant on this point, they are somewhat more tractable. Benson, who will be 40 in July, is shorter than Henry and more trim of figure. He wears a built-in grin which is reflected in his amiable eyes. As vice president and chairman of Ford's dealer policy board, Ben Ford presides over dealer relations.

Ben doesn't share his older brother's strong international inclination; his thoughts and activities tend to be directed more at company problems and domestic issues. Even so, his outside activities are impressive. He heads up the board of trustees of the huge Henry Ford Hospital and the United Foundation of Detroit. He also serves on the board of the Ford Foundation, the Edison Institute (which operates the famous Henry Ford Museum and Greenfield Village), and the Ford Fund, and is active in a number of other philanthropic organizations.

Ben recently bought a 7½-acre estate on the shore of Lake St. Clair about an hour's drive from his office. He lives there with his wife, Edith, and their two children, Benson, Jr., 9, and daughter Lynn, 7. He also owns a Winter home in Palm Beach, Fla., where he indulges as frequently as possible in his greatest joy and chief avocation: boating. Edsel Ford was also devoted to boating, but Ben was the only one of his three sons to share this love.

(Continued on page 19)

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- Nervous and tense
- Arthritic
- Heart trouble
- Invalid
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- Pregnant or nursing
- High blood pressure

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