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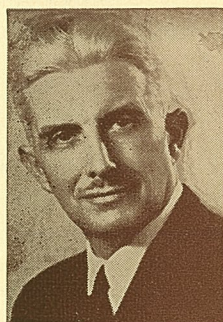
OCTOBER 1961

Number 4

BOTTLE NECKS ARE NEAR THE TOP

FREDERICK KRAISSL, JR., P. E. *President*
THE KRAISSL COMPANY, INC.

It has been facetiously said on many occasions that bottle necks are at the top, to point out the fact that executives of organizations are not immune



to criticism, but the metaphor is not strictly true. The neck of the bottle is not at the top. This is the mouth of the bottle or where good things come from. The neck of the bottle is a little lower down.

However, the point emphasized is still good and its consideration may be beneficial. There are bottle necks just below the top in many organizations and these bottle necks can slow down the smooth flow of well directed activity toward a desired objective in any organization but are most prevalent in large ones.

The causes of bottle necks, like many other well intentioned but misguided procedures, may stem from good motives. Probably one of the most costly relates to conferences. To prove the point, add the cumulative man hour value of the investment in the conference and at the end, estimate the value of the decisions reached. A comparison will be enlightening. There is no question about the fact that conferences are needed where a multiplicity of talents or interests must be considered in connection with the solution of a problem with a number of facets. It is also a fact that organizations may be conference prone and rush to the conference room when one or two executives could work out a problem that does not need this approach and thereby save valuable time.

It should be constantly borne in mind that "talk time" may be "down" time on the part of executives.

Another bottle neck relates to the so-called indispensable person. There are people near the top in many organizations who carry in their heads, information that should be available to all. Whether this stems from fear due

to the pernicious effect of retirement programs or just the desire to satisfy a "needed" complex, cannot always be determined. The fact remains that in their absence required information is not easily available and a bottle neck occurs.

Then there is the bottle neck of "big shotism". Executives or people who so like to regard themselves, often prefer to function from a nicely placed polished desk, whereas decisions should be made based on knowledge of what goes on at the place of operation. Push button procedures may be correct for launching rockets but it has not been my experience that they are most satisfactory for launching humans. A variation of "big shotism" occurs under circumstances where people pretend an importance that is not inherent in their job.

Many organizations have been denied information that would have been helpful to them if the recipient had not pretended he was the person who would make the decision. Most efficient organizations realize that it costs others a great deal of money to send representatives to call on them with reference to what they have to offer and make provision to expeditiously channel the person or the information to the individual who has the responsibility for decision.

Of course, there probably are organizations where the bottle neck may not be at the top but the effect is the same if the top is tightly stoppered. This is a matter calling for the owners to protect their best interests.

EDITORIAL OPINIONS

Our editors are the senior officers of the company and this is the opportunity for each of us to express thoughts which we believe can be stated to advantage. It must be emphasized that the opinions expressed are those of the author and not necessarily endorsed by the rest, or the Board of Directors of this Company.

Frederick Kraissl, Jr., P.E. *President*

L. E. Mills *Executive Vice-President*

A. J. Walter, Jr. *Vice-President*

Alice L. Kraissl *Treasurer*

Editor

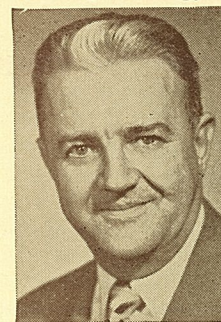
Associate Editor

Associate Editor

Associate Editor

MORE ON LIFE IN A SMALL BUSINESS

In a previous issue I mentioned in passing, that life in a small business is not a bed of roses. This, in its way, is a strange analogy because I can imagine



L. E. MILLS
Exec. Vice-President

that if the thorns were not removed, this would be a difficult resting place at best. On the other hand, it is quite apropos since there are at least as many bright sides as there are complications in this matter of conduct-

ing a small business.

It appears to me that one of the things that are at least as certain as death and taxes, is "change". In a small tightly run business, there are no end of changes and this continuing change then becomes the norm as opposed to daily routinized procedures. It also means that each member of the team must of necessity, become, eventually, completely versed in all phases of our business life, that can permit him to cope with the continuing stream of problems that range from top level administrative decisions to details of shipping or bookkeeping. Obviously, in a large corporation it is hardly possible to accumulate the experience necessary to cope with such a wide variety of problems.

In a small organization there is no place for strict departmentalization. Of course, lines of basic responsibility are drawn but by and large, flexibility is the magic touchstone that keynotes the whole operation. There are no inter-office rivalries and there is no vying for the other fellow's job. The absence of this phase of business life permits everyone to devote their working hours to the job on hand. It is neither necessary nor desirable to gaze with longing at what might appear to be greener pastures, since everybody is doing every job that needs doing, at the time it should be done.

On the face of it, it would appear that this approach would lead to nothing less than complete chaos. As

a matter of fact, quite the opposite is true. With complete rapport between all employees on a functional responsibility level, there is a sort of organized confusion, much like a three ring circus. Everyone knows something about everything that is going on and if specific details are required, the whole picture is only a matter of moments away. This permits "top level" decisions to be made quickly and to implement them effectively, immediately upon resolving of the problem.

Most of us who have been involved in small business enterprises for many years, long ago learned how to live with these situations and have managed somehow, to survive in spite of them. I think that each one of us throughout a business day must have at least half a dozen propositions or problems all going at the same time, each with its own peculiar set of attendant fringe area problems. However it is mostly a cast of "you cannot have everything" and this completely kaleidoscopic life is a kind we seem to like best. I am not too sure that it takes any special attributes to survive this pace but certainly one must get conditioned to it or end up in complete and utter frustration.

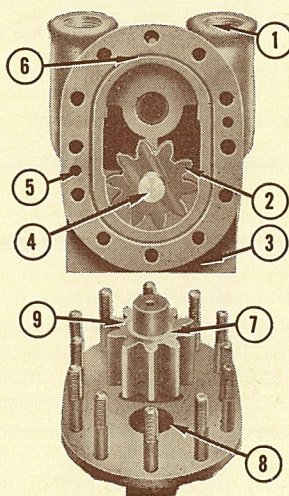
I think too, that in its own peculiar fashion, this is probably an indication of each one of us exhibiting to a greater or less degree, some of the personal independence that some of us value so highly. Nevertheless, there is always a large area for each one to exhibit his own talent for initiative and to demonstrate a willingness to accept responsibilities and discharge them effectively.

KRAISSL ASSOCIATES ANNOUNCE NEW PATENTS

Two new patents have been issued to Frederick Kraissl, Jr., P.E. which will undoubtedly have advantageous effects on Kraissl products. The first is U.S. Patent No. 2,988,009, which will apply to Kraissl Class 66 series rotary pumps now in production. It permits the maintenance of close clearances between the end closures and displacement elements, minimizing loss of volumetric efficiency which results in high pressure and suction characteristics. Reduction drive Class 66 series heavy oil pumps are immediately available. Attention is now being concentrated on completion of our line of direct connected Class 66 series pumps, for lighter oils.

The second patent is No. 2,982,413 and although it bears a lower serial number, it is regarded as more recent by us due to the later origination and the fact that it is now in the process

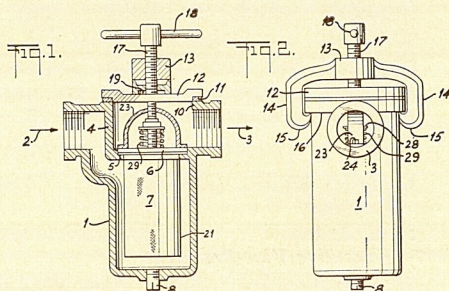
CLASS 66 SERIES PUMPS



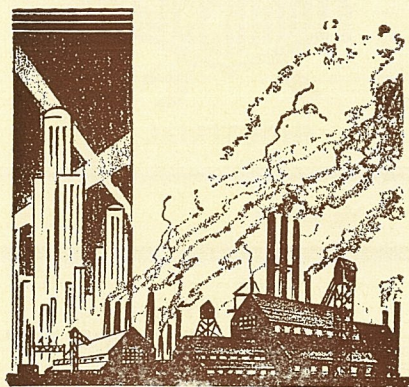
Important design features . . .

1. Ports in end plate provide easy access to pump interior and parts replacement without piping disassembly.
2. Pyramid tooth form provides maximum gear strength.
3. Flange mounting on end plates permits use of foot or direct mounting into machine or drive.
4. Integrated Rotor and shaft provides strong assembly with no weakening due to internal keys or pins.
5. Dowel pin alignment facilitates accurate assembly with proper working clearances.
6. Grooves vented to pump suction eliminate gaskets and insure face and end plate sealing.

of development. It permits the positioning of a separator element on its seat by a positive but adjustable mechanism. This applies particularly to counter or external flow designs. It is expected that this company will be licensed to manufacture under this patent and it is planned that external flow separator elements will be developed to be used interchangeably in our Class 72 separator housing without altering present closure methods.



INDUSTRIAL FIELD

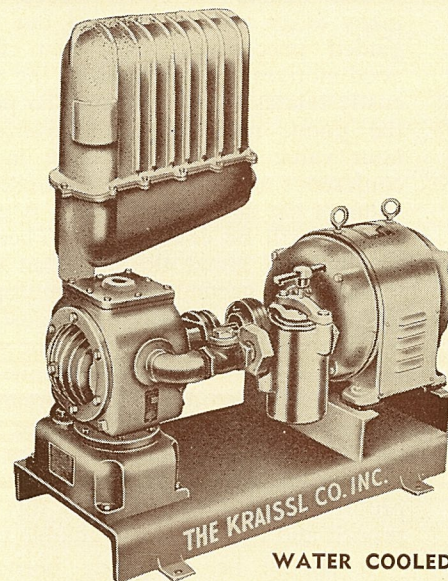


NEW BROCHURE ON CLASS 25F SERIES AIR PUMPS FOR SEWAGE EJECTOR SERVICE.

One of our customers reports that two air compressors installed in 1936 in connection with sewage ejectors are still performing satisfactorily. We believe this is probably something of a record but in the adjacent municipality there are at least six of our compressor units, two of which have only a few years less on their service records.

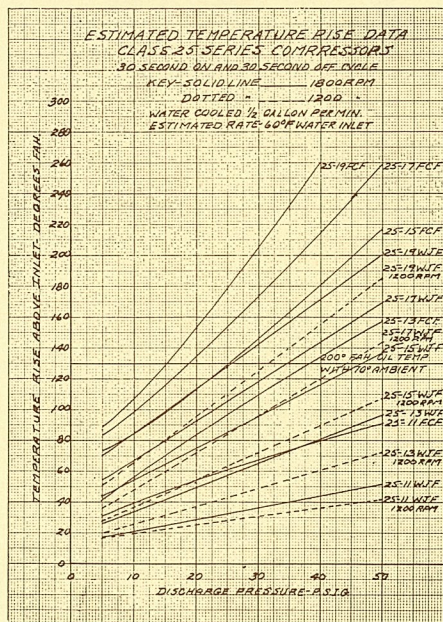
This has led us to the conclusion that we could make a major contribution by offering suggestions for the best employment of our air compressors as an integral part of sewage ejection installations in a brochure covering this subject.

We have shown both our fan cooled and water jacketed models supplied with basic controls which we consider important to reduce malfunctioning to a minimum.



We have explained in detail, based on our experience, why direct connection to sewage ejectors produces the most trouble free installations with such long records of continuous appli-

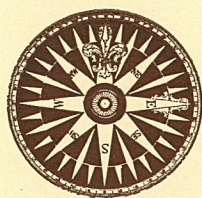
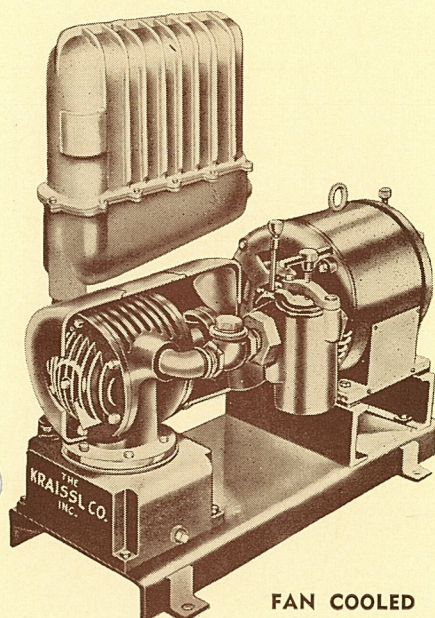
cation. The following chart of temperature rise curves is taken from this brochure and larger copies are available if desired.



In previous issues we have suggested that sewage ejector installations are made to order as a supplementary activity for fuel oil burner organizations desiring to smooth out the curve of peak heating season business.

It is our further belief that Professional Engineers will welcome the results of our cumulative experience with this type of application.

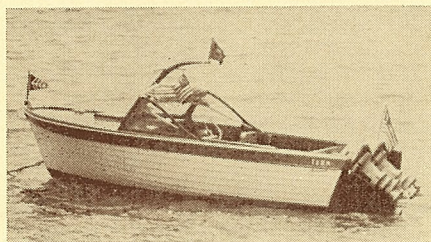
It is hoped that all those interested in this field will write for bulletin No. A-1966.



MARINE FIELD

BOATING INDUSTRY

NEW CLASS 72 FILTER TESTED ON OUTBOARD POWERED BOAT



BOAT ON WHICH FILTERS WERE TESTED

Many people are inclined to feel that a filter applies only to large size inboard installations but as an owner of both inboard and outboard boats over a long period of time, I can advise our readers that I personally designed this small boat filter because I believe that motor stoppage can be a greater hazard with small boats than with larger ones.

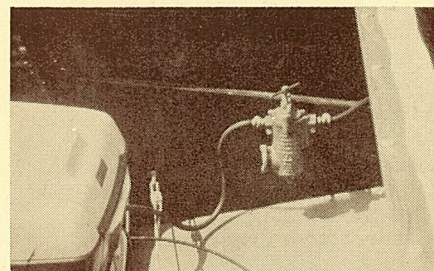
While this could easily be a matter of honest difference of opinion, I have always felt that a large boat particularly in unprotected waters presented greater security than small boats in spite of trans-oceanic voyages in outboard boats.

In line with a continuous endeavor of supplying devices toward making boating a safer and therefore, happier sport, I tested out these filters during the past summer on a 21 foot twin engined outboard. I started on the assumption that there can be no complete relaxation if any known hazard or avoidable danger is permitted to exist. The first thing I do in addition to complying with Coast Guard and new state regulations concerning approved equipment which must be carried aboard, is to mount a satisfactory compass and check it on plotted courses, either compensating errors or plotting a Napier diagram if deviation errors cannot be compensated. I take the same position with a dependable compass and prior plotted charts that I do with brakes on my automobiles. I feel that it is more important to control one's position than to start.

In a boat, if a fog suddenly settles, I want to be able to get home. I ran courses plotted on a local harbor chart and by following them ran home to

my mooring. This makes me feel confident I could deal with a sudden reduction of visibility.

The next, is the matter of power. A power boat without power is in my opinion an unsafe craft. Gums, condensation and extraneous matter can and probably would cause motor failure. Since oil is mixed with fuel in outboard installations, I feel that the chance for gum formation is increased. Extraneous matter such as air borne sand and both fresh and salt water have a better chance of contaminating outboard tanks and of course, both inboard and outboard tanks can acquire condensation in appreciable quantities.

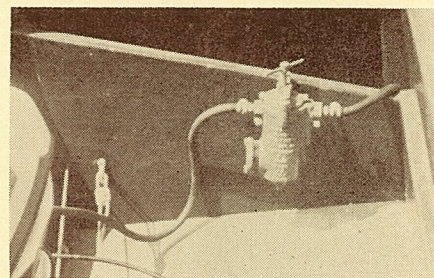


INSTALLATION SHOWING POSITIONING
RELATED TO ENGINE

Class 72 series filters reduce to a minimum these various sources of extraneous matter and therefore, increase the probability of satisfactory motor performance. I was agreeably surprised to detect an unexpected dividend. I mounted the filters fairly close to the engines in a scuppered area, as shown, so that if any spillage occurred, it would be carried overboard. This location provided a reservoir of filtered fuel close to the motors. Without pinpointing any controlling factor, I can report on an overall basis, the engines never ran more smoothly, or trolled under throttled down conditions more dependably, with less unsteadiness and cause for concern.

The word, reliability, with these filters has taken on new meaning with outboard engines. I have been among those who have always had a vague, indefinable, feeling that outboards were less reliable than inboards. My experience with these tests during this summer has changed my opinion.

Frederick Kraissl, Jr.



CLOSE UP OF FILTER

SALES REPRESENTATION

HOME OFFICE

We have reserved the areas of Connecticut, Delaware, Metropolitan New York, including the Hudson valley, Long Island, New Jersey and eastern Pennsylvania less Philadelphia District for coverage by Kraissl Company personnel.

Northeast Region

Robert Bacon Co.
Fruit St., Westboro, Mass.
John S. Stone
P. O. Box 247, Holcomb, N. Y.
Williams Bros., Inc., 70 Commercial St., Portland 3, Me.

Eastern Region

Valley Equipment Company
404 Frick Building, Pittsburgh 19, Pa.
J. W. Pearson Co., Box 282
Hatboro, Penn.
Shanklin Company
330 East 25th St., Baltimore, Md.

Southeast Region

L. M. Lee, Jr.
Richmond Federal Bldg., Richmond, Va.
Dillon Supply Company—Main Office
Raleigh, N. C.
Dillon Supply Company
Durham, No. Carolina
Dillon Supply Company
Rocky Mt., No. Carolina
Dillon Supply Company
Goldsboro, North Carolina
Dillon Supply Company
Charlotte, No. Carolina

Boiler Supply Company, Inc.

490 Craighead Street, Nashville, Tenn.
2006 Sutherland Ave., Knoxville, Tenn.
Applied Engineering Co., Inc.
P. O. Box 506, Orangeburg, S. C.
Spotswood Parker & Co.
313 Techwood Drive, Atlanta, Ga.
T. W. McCuiston
540 S. W. 69th Ave., Miami, Fla.

North Central Region

Charles R. Davis
2970 W. Grand Blvd., Detroit, Mich.
Hetler Equipment Co.
1904 Clyde Park Ave., S. W.
Grand Rapids, Mich.

Central Region

Wm. G. Taylor
1900 Euclid Bldg., Cleveland, Ohio
Lightfoot Pump & Equipment Co.
1989 Guilford Rd., Columbus, Ohio
The Jordan Engineering Co.
7401 Shewango Way, Cincinnati 43, Ohio
T. A. Heidenreich Co., Inc.
5250 Keystone Ct., Indianapolis 20, Ind.
Lowden & Company
3404 N. Harlem St., Chicago, Ill.
A. K. Howell Co.
1001 Bellevue Ave., St. Louis, Mo.

South Central Region

Creole Engineering Co.
2617 Banks Street, New Orleans, La.
Sterling & Newby Houston Corp
2611 Crocker St.
Houston, Texas
Sterling & Newby—Dallas Corp
4431 Maple Ave.
Dallas 9, Texas

Northwest Region

Bruce P. Rutherford, Inc.
122 First Ave., S. W., Portland, Oregon
Bruce P. Rutherford, Inc.
1954 First Avenue South, Seattle, Wash.

Western Region

A. C. Cope Co.
435 Bryant Street, San Francisco, Cal.
Power Engineering Co.
1806 South State St., Salt Lake City, Utah
Thermo Tech Products Co.—Power Plant
2466 So. Delaware
Denver 23, Colorado

Southwest Region

Walter T. Humes Co.
230 East Anaheim, Wilmington, Cal.
Wagner Hydraulic Equip. Co.
10814 Santa Monica Blvd.
Los Angeles, California

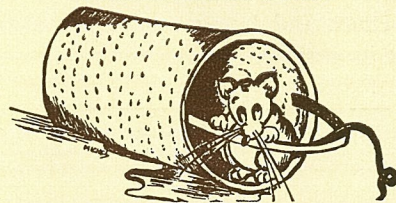
Canada—Ontario and Quebec Provinces

Kirk Equipment Ltd.
1460 Bishop Street
Montreal, Quebec, Canada

Canada—British Columbia Province

Fred McMeans & Co.
1608 West 5th Avenue
Vancouver, B. C., Canada

FOUND IN THE STRAINER BASKET



Witness, "Your Honor, I don't know what to do".

Judge: "Why how is that?"

Witness, "I swore to tell the truth but every time, I try, some lawyer objects".

1 1 1

New Chamber of Commerce manager to his employers, "Could you tell me gentlemen where is the population of this county most dense?"

Chairman: "That's a very easy question to answer, from the neck up."

1 1 1

"What size company do you work for?", asked one old pal of another at a class reunion.

"Well, it takes a good story two weeks to get from the president back to the president".



Did you run an ad for an experienced advertising manager?

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INCORPORATED

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