

We Remember Kurt...

*an appreciation of
Kurt Salmon by members
of his several families*

December, 1979

We Remember Kurt...

Kurt left us suddenly on September 12, 1979, and each of us suffered a special loss, for he was a very special man.

If the term "family" can mean a group of people related by love and respect for its leading member, then Kurt had several families. In addition to Lula Maye, Doug, Eleanor, Larrine, Tom, and their spouses and children, he is survived by the hundreds of people who worked with him at KSA, by the many more who were his clients, by his colleagues in the consulting profession, and by countless others whose lives and work he affected in some way.

This compilation of remembrances is an attempt to preserve and celebrate some of the characteristics that made Kurt Salmon so unique. They are representative of the hundreds of messages received from members of Kurt's families throughout the world.

Certain phrases appear again and again in these recollections — "consideration for others," "professionalism," "sense of humor," "analytical," "tenacious," for example. But the one theme that emerges in almost all the messages that follow is that Kurt Salmon personally influenced the lives and careers of a great many people.

Those of us who belong to *that* family are the most fortunate of all.

—*Mary Baach*
—*Joseph Scheines*

In the fall of 1968 I arrived home from work (in Allentown, Pa.) to find Shirley quite excited; Kurt had called and asked that I phone him immediately. Throughout my 14-year association with this man, an opportunity to talk with him never failed to get my adrenalin flowing... and that night was no exception. Why did he wish to speak with me? Was it good news, or should I be concerned? My return call and our discussion bears evidence of the genuine concern for others which was a central part of Kurt's character.

KSA's Washington office was being relocated to Connecticut Avenue and Kurt was having an open house and dinner party for all staff men and their wives on assignment near Washington. Because we were expecting our first child in December, Kurt suggested that we drive over on Friday afternoon to spend the evenings before and after the party in a convenient motel.

During the party, Shirley received a lot of special, personal attention from our host. I vividly recall a pear brandy Kurt served her, which she accepted out of politeness but then gave to me, as she did the second and third glass. It became a close race as to who would last longer—the expectant father, or the bottle of brandy.

We returned home Sunday afternoon, arriving at our apartment with the phone ringing. The operator asked for Shirley; it was Kurt calling to make sure she had made the return trip without difficulty. He thanked her for coming, noting that he considered it a personal compliment, in light of her condition.

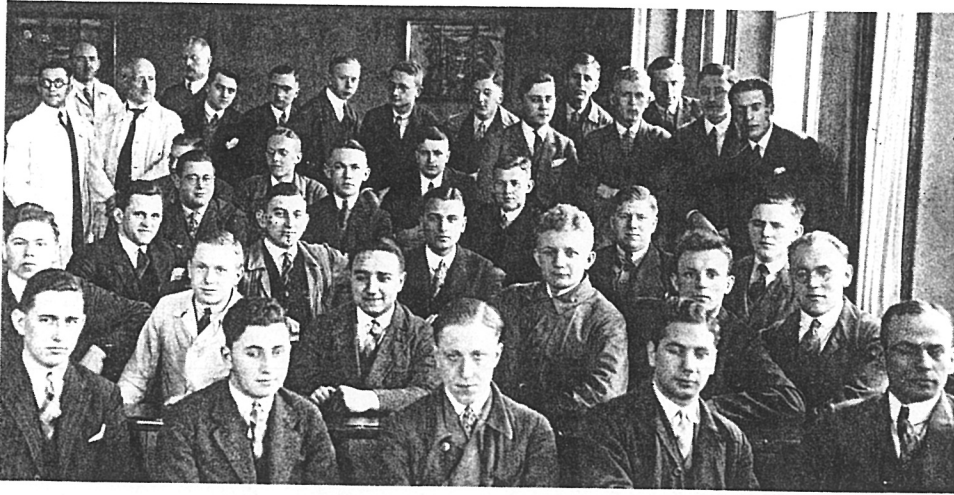
That one special moment carried a young staff couple through many weeks of indefinite motel stays, numerous last minute changes in relocation destinations, and all of the other travails which characterize the life of a consultant.

We shall miss Kurt, but the memories keep rolling in...

—*Frank Armistead*

When KSA's founder arrived in New York in 1930, his first impression of the American people was their friendly and helpful nature. One morning while waiting to cross Fifth Avenue and with people obviously hurrying to work, he noticed a well-dressed man with a briefcase pleasantly chatting with another who was cleaning the streets... something that would not have happened in his native Germany. He decided then and there that this was the country for him, and the country is better because of him.

He was known to many as *Kurt* or simply *KS*. It was his wish not to have colleagues stand in awe of him, so he established a first-name relationship with each new consultant. To me he was Mr. S, and I referred to him as "the boss." Upon retirement—during which he remained very active and kept me busy as his secretary—he told me I should no longer speak of him as "the boss," but this long-standing habit proved difficult to break. Hearing other old-timers refer to him similarly, it was my hope that our present executives would understand.



The Class of 1930, Textile College of Chemnitz in Saxony, Germany. KS is third from right in the last row.

I was fortunate not only to be a part of the KSA family, but to be treated as a member of the KS family as well, for which I am most grateful. I shall always cherish many fond memories of both.

It would be difficult to select one attribute of this man which made my long association both pleasant and memorable. He was a friend to whom one could turn for advice with assurance that his counsel would be well thought out and in the seeker's best interest. His quiet, clear thinking enabled him to zero in on any problem great or small, personal or professional, and reach the right solution without delay. His own professionalism inspired others to do much more than they thought possible, knowing he was following every step of the way instilling confidence.

He was totally fair, considerate, honest, intuitive, and never happier than when lending a helping hand to someone in need... whether inside or

outside the company. His innate modesty caused him to downplay his own accomplishments unless by relating them he could inspire one of us to improve.

This kind, gentle man breathed, ate, lived and enjoyed every minute of his busy life with both his personal family and his professional one. He touched so many lives in such a positive way.

His sense of humor would surface readily to brighten a dull day or to relieve tense situations. He tried never to leave anyone feeling down, but if he felt that all was not right he was on the phone — which he used unsparingly — to do everything possible to right whatever was wrong. I doubt that anyone has ever maintained such close personal contact with his family, friends and employees.

Many of us have received little reminders from "the boss" letting us know of incorrect spelling or sentence structure — his way of making

us more professional. He had a tremendous vocabulary, and took great pleasure in using new-found words.

Although he teased about my lack of mathematical ability, he did concede that I was better than average in spelling, but in spite of striving never to have a misspelled word, they were called to my attention more times than I like to remember. It happened rarely, but it was fun to give him a note entitled "Your Spelling Lesson for the Day." He seemed to enjoy the give-and-take situations also.

We had many discussions/arguments, when some strongly divergent opinions were exchanged. Although he won more than he lost, there were occasions when I was successful in getting him to change his viewpoint. I know that I benefited from such discussions — win or lose.

He had a quick wit, laughed readily and didn't mind being the butt of a joke. I shall never forget how much he enjoyed our sending him a *collect* telegram offering condolences because his candidate lost.

On September 9, when I said: "Mr. S, do you realize that tomorrow you will have put up with me for 37 years . . . and vice versa?" he replied, "Congratulations, Mary. It doesn't seem that long . . . but I don't know about vice versa!"

These are some of the things that made our working relationship special. I shall always remember this man who taught me so much, and I will particularly remember this quip, for it was so typical.

— *Mary Baach*

Kurt Salmon left this world at a time most of his friends were in one place — Atlanta — at the AAMA Convention/Bobbin Show. The pioneer industrial engineer in apparel's passing was announced at the Technical Advisory Committee Breakfast attended by so many who knew so much of his contributions to the state-of-the-art. He brought to this industry and to his country a keen insight and an understanding nature.

Sharp and decisive in his analytical mind, he cut through the chaff of the wheat to the heart of the matter. He gave stature and professionalism to our industry. He affected and fashioned many careers. He started alone and went on to build for many.

Every once in awhile, God puts together the ingredients that constitute a man. Truly, He did His work well with Kurt. The nation lost a citizen. The industry, a stalwart supporter. Many, a guiding light. I lost a friend.

— *William J. Bank*

About 1939 those of us in the apparel industry were hearing of a consultant in the Nashville area who was doing some unusually fine work to improve the competitive position of a few people in apparel manufacturing. He was being recommended by some of the large apparel buyers to manufacturers supplying them.

Shortly thereafter we solicited his services . . . I worked directly with Kurt on the plan for our first progressive bundle operation. This was a



fascinating opportunity to “pick the brains” of one of the finest minds in the industry...

There was a challenge of thoughts and ideas from Kurt, always with that inimitable sparkle in his eyes and a pinpointing of whatever the problem might be...

I don't believe anyone ever fooled Kurt about anything. His insight was always deeper than the spoken word, whether in business or outside of it.

In the early years Kurt seemed to be on about a 20-hour daily work schedule. He would arrive at the airport at some rather late hour in the evening after which we frequently drove another 150 miles to one of our factories during which time he would remind that he “had not punched in the clock while we were travelling” so that we did talk business as much as we wanted to our extra advantage.

My wife and I both have memories of many pleasant times spent with

Kurt, and sometimes with him and his family. He enjoyed playing the piano at our home and comparing his piano techniques with those of my wife.

In addition to a most pleasant and fruitful business association with Kurt, I treasure the memory of his sincerity, personality, and generosity as my employer during a part of this time.

He was a valuable associate and a fine friend. —*Ed Behle*

... I speak for all (in ACME) whose lives were touched by Kurt in working with him to build and maintain the Association to ensure the professional standards and ethics of the management consulting profession. His interest and counsel will be sorely missed by the Association, and most particularly by me, for he has served as a friend, confidant and counselor ever since I assumed my position here. His goals were the essence of the work of ACME...

—*Joseph J. Brady*

... He was one of the most respected men I've ever known and all of us privileged to work for KSA must feel a little less sure of ourselves without his presence. I will always value greatly the time I was able to spend with him.

—*John Caldwell*

Kurt was one of the few great men I have known personally. No one else of my acquaintance has matched his performance in bringing together and working up a group of exceptionally effective individuals, starting from his solo efforts.

Nor has anyone else generated the spirit of community and family that he did... —*Richard Clarke*

In dealing with Kurt, whether on company business or an industry problem such as we had in T.A.C. or similar groups, you quickly sensed a very strong tenaciousness about the man and it came through in ever so gentle a way. He didn't give up. He had "stick-to-it-iveness." That quality, along with his innate ability, was the genius of Kurt Salmon.

—*Robert M. Dale*

Almost 30 years ago Kurt and I were snowbound in a Nashville hotel for three days — without leaving the room — working on a report from 7:00 a.m. to 2:00 a.m. Kurt was indefatigable; I was exhausted and stir-crazy. The report was almost finished when Kurt finally said: "Bill, I'm sick and tired of this, let's have a break."

I envisioned going out for a nice dinner, but my wishful thinking ended when Kurt slammed down the report, pulled something from his briefcase, slapped it on the table and said "Let's analyze these government shorts instead."

The dynamism and intensity of the man was incredible. —*Bill Egolf*



The familiar right-angle stance, on display in the late Forties.

Kurt was a pioneer in this industry, a leader and a gentleman. We all learned much from him. Surely he was a competitor — but a good one. I'll miss him. We will all miss him.

—*Bertrand Frank*



*From a Daily
News Record
photograph, 1948*

I only met Dr. Salmon in May when he was presented with an honorary degree here at Philadelphia College of Textiles and Science. It was a beautiful experience for me... Even for the short while I knew him, he made me feel like we had been friends for a long time. I shall certainly miss my friend and think of him with fond memories. —*JoAnne Harrity*

Kurt was very much more than only founder and leader of the company; he was like a father to all of us and by all means a friend. We will be missing his wise advice, his humor, his warm and human understanding. But Kurt has given us so much that his spirit will always live with us — in us — and we will take his heritage as an obligation to continue working in his memory.

—*Hans Horst Hensche*

Kurt's passing made me very sad and my thoughts wander to many fond memories of people and places as I try in a few words to recall our years with KSA.

It started in 1938 for Roy and in 1939 for me. Can that be over 40 years ago? At that time Kurt was both salesman and supervisor, with three engineers on his staff. Lula Maye was the office force until Mary arrived a few years later.

For several years we were vagabonds with all our worldly possessions in our car, after working during the week and travelling to a new job over the weekend.

World War II came along with gas rationing and we settled in Nashville. More engineers had been hired by then and the first division office was established in our spare bedroom. Nashville was a crossroads and we made lasting friendships with members of the KSA family.

Kurt's enthusiasm for work was shared by all and they worked, ate and slept time studies, peg board tests, rates, savings, etc. He will be missed by everyone.

—*Peg Hertzler*

He was an exceptionally capable executive, with a sharp mind and excellent judgment... Though soft spoken, he quickly earned the respect of those who worked with him as well as those who sat across the table in our negotiations.

—*John W. Herz*



Gerry Vought, Kurt Salmon, and Karl Striegel (left to right) at a TAC meeting at the Greenbrier, West Virginia.

Our friendship began in Chemnitz in the 20's where I lived and where Kurt had come from Cologne to attend Textile College... Kurt became one of the outstanding examples of what a newcomer with high intelligence and hard work could achieve here... To have been one of Kurt's closest friends for more than a half century has been a source of great happiness to me.

—*Ted Hirsch*

Imagine joining a new company and travelling in the USA for the first time, from Washington D.C. to Atlanta, with a 5-month old baby. Stopping off at a motel en route, Gill and I received a 'phone call from Kurt Salmon, our new chairman, to tell us that he had found a particular motel in Atlanta that had a baby-sitting service! That happened in November, 1959. Kurt and Lula Maye looked after us that Christmas as well.

In the following 20 years, that concern for the individual member of KSA and for his family surfaced on many occasions. It became part of the management style of KSA, although I am aware how inadequately we live up to Kurt's unique concern with and insights into his associates.

Kurt was a man who thought about others' needs, and often anticipated them. That quality, together with his humility, are the essence of what I shall remember most about him.

—*Stuart Hollander*

... I know that I speak for all those in the garment industry when I say that we shall greatly miss Kurt, a valued business associate who made a great contribution to the industry and whom I personally considered a good friend.

—*Harry Z. Isaacs*

Forty-four years ago, Kurt Salmon started a one-man consulting practice to serve apparel manufacturers who needed industrial engineering assistance in their plants.

From that modest beginning, Kurt Salmon's associates grew in number, functional expertise, and in industries and clients served throughout the world. Kurt Salmon Associates grew in prestige because of its founder's principles:

- Be a specialist; make sure you are truly knowledgeable in your field.
- Be honest with your clients and associates; apply the Golden Rule.
- Put your clients' interests above all others and promise no more than you can accomplish; try to deliver more than promised.
- Apply your knowledge with tact, humility, perseverance, and thoroughness.

Now, although he is not physically with us, we can be grateful that his guiding spirit, policies, and presence continue on.

In our recollections, what we *say* here about Kurt will not be nearly so significant as were his accomplishments which live on.

As we each remember how he touched and influenced our lives, it seems to me there is no better time than now to rededicate ourselves to those qualities of life which he practiced.

In 1965, he offered these guiding words —

“As those of us who are at the helm of KSA today move over and make room for those of you who are moving up, I can bequeath to you no finer legacy

than to recommend to you that you hold fast to the simple but important principles upon which KSA was founded and which have characterized its operations in these... years.”

...and that's how I remember Kurt.

—*Jack A. Johnson*

His professionalism was something we most admired. He always encouraged the best from people... We feel very fortunate to have had the opportunity to know a man of Kurt's incredible stature.

—*Jacque and Jerry Kavanaugh*

Much of what we like about KSA is a reflection of Kurt's ideas, attitudes and dedication.

We are people-oriented because he was concerned about the motivation and welfare of everyone. KSA enjoys a reputation for professionalism and integrity because Kurt represented these qualities at all times.

KSA is a stable and cohesive firm today because Kurt had the foresight to share ownership and responsibility with the people around him. He was secure in himself with no need to monopolize the limelight, and was pleased to see it shine on others.

Kurt loved the process of business and particularly the interaction with his associates at all levels. He infused a sense of fun in our work, which had a contagious effect on all around him.

He liked to talk but was an active

listener long before that term had been coined. He was a man of generous spirit who forgave mistakes easily and never carried a grudge. He was warm and humorous but yet a private and complex individual.

We will miss Kurt for a long time, but we will never forget him. We will carry forward the heritage he left, and in that task the memory of Kurt will be a source of strength and joy.

—*Stig Kry*

(to Lula Maye Salmon)

I have only just heard today of your sad loss of Kurt. This news has deeply shocked and overcome me, since I loved Kurt dearly, and he shared my greatest admiration.

I will always remember your warm hospitality and all the things that Kurt taught me which have been so wonderfully useful and which will help me so much in my life.

I will always remember you as a beautifully strong and resourceful woman, so I am sure that you have faced this great loss with courage and understanding.

I send you my most sincere regards.

—*Attilio Lebole*

From the day we met 52 years ago, we have been friends. We loved and respected him for what he was, a wonderful, warm, honest human being, the likes of which one does not meet often.

—*Michael M. Leder*

It was my pleasure to have known Kurt Salmon in both his youth and his maturity.

In his younger days, he found it extremely difficult to contain his zest for life. He was the head of the company and also the man who made the survey and supervised the staff engineers, which totaled three when I met him—Ernest Meiere, Bill Egolf, and Roy Engman. Despite this, he was always ready to accompany us on our recreational pursuits, such as movies, drinking (he didn't), boat rides, barbecues, etc.

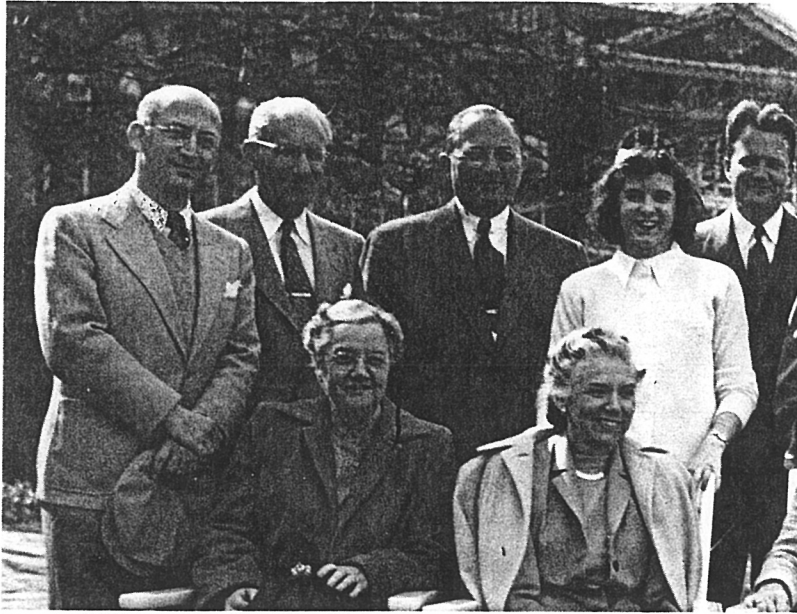
One of the discussions we had has always remained vividly in my mind. We were spending the night at the hotel in Lawrenceburg, Tennessee, and had been talking about our place in the sun at the moment and our ambitions and desires for the future. At this time he had just added a fourth engineer to the staff, Roy Hertzler.

That night, he predicted to me what was going to happen to his organization, and pretty much called every turn—most particularly that it would become nationwide with branch offices all over. Remember, this was either late 1938 or early 1939.

Those who first met Kurt in the Sixties met a man who was a model of dignity and decorum, befitting his stature in the industry. He was a man who knew what he wanted and then went ahead and made it happen. He was truly a builder, as well as one of the leading and most prominent figures in the industry.

I have lost an old and good friend.

—*Joe Lipshie*



At another industry meeting, Kurt stands at left, Lula Maye is seated at right, and daughter Eleanor (now Mrs. Bob Chartrand) stands behind her between Harry Werst and Bill Reid.

Having known and worked with Kurt for so many years, I feel a deep personal loss. However, his spirit will live on and I shall always be mindful of the inspiration he brought to all who knew him.
—*Phil Lutz*

I have no particular incident relating to Kurt, but I feel I want to say something. There aren't adjectives adequate to describe him. He symbolized everything that was good. When I met Kurt I was a knitting machine fixer and have progressed to manufacturing vice president . . . it was Kurt's organization that made this possible and I am eternally grateful.

—*Barry Mademann*

Four years ago when I was hired as Dean Vought's secretary, Mr. Salmon came to my desk to welcome me aboard. He was formal, referring to me always as "Mrs. Mendelsohn." As he left my desk, he called out, "And how is Mr. Bartholdy?" I looked around to see whom he was addressing and realized it could only be me. He couldn't resist his little joke but was kind enough to say it when he was 15 feet away and with his back toward me — just in case I was not acquainted with Mendelsohn-Bartholdy.

From then on, never did he call and simply ask to speak to Dean Vought. There was always some banter or a pun before he asked to be connected . . .

I cherish his memory. He was incisive — cutting through the trivia to get to the heart of a matter—yet sensitive to the needs of his people. He could see the big picture, yet was a stickler for details. He could recall an incident that happened 25 years ago to illustrate a point or make a pun. What a keen mind! What an indomitable spirit! And what warmth and kindness!

—*Edith Mendelsohn*

... Kurt and I were friends for 20 years. He was a beautiful man ... I called Kurt our "Philosopher King." He was both of those ... We will not see Kurt's like again in our industry in my time. He was one of a kind...

—*Bud Meredith*

The past few years when I came back to help at the office when Mary was away, his face always beamed with joy as he talked fondly of his recent activities of horseback riding, theatre, his family, and especially his love of Upstream... He was such a very thoughtful man, always taking time to write a letter to show others that he truly cared, a note of appreciation for the smallest gesture, or a letter of encouragement to a colleague to inspire him.

I can see why he was so successful, because he truly cared about each person. He always had words of encouragement for me to share with my husband, Tim, and they were always laced with his very special sense of humor with which he was generously blessed.

—*Marnie Miller*

... I had the greatest admiration for Kurt's business and consulting ability and integrity, and of course not least his sense of humor.

He had a wonderful career and you must be very proud of him and all he achieved. It was a pleasure for me to deal with him in the early days when KSA and PE got together and I always enjoyed our meetings...

—*Sir David Nicolson*

Kurt was special to everyone, I know, but somehow to the old time, long time KSA'ers, he was particularly special, and a personal friend who represented the best and highest standards in the business. Bob always admired Kurt so much and was so pleased to be associated with such a company.

—*Betty Lou Pee*

Kurt Salmon was not just a man for all seasons; he was a man for all people. When I discussed hiring prospective KSA consultants with him, his approach not only included the person's qualifications and potential to develop as a professional, but the human aspect as well. Would the family be happy in our KSA way of life? What personal problems might arise?

In our early recruiting days, we seldom added a person unless single (due to relocation, travel, etc.), but I remember how pleased Kurt was when that person eventually married.

He concerned himself with all as-

pects of his staff's problems, suggesting solutions that most of us hadn't thought of. Nothing was too much trouble as far as he saw it. He affected the lives not only of his own staff, but our clients' as well — the number is legion. We have lost our friend, confidant, and inspiration — but cherish a legend of strength.

—*Abbie Jean Quick*

At a dinner party for new principals I had the good fortune to be seated next to Kurt. During the course of the evening our conversation covered a wide variety of topics and the dinner progressed with everyone in good spirits.

When I declined dessert Kurt kindly asked if I would care for anything else, and I confessed to enjoying an after dinner cigar. Kurt called the waiter but was dismayed to find that the restaurant had no cigars. He apologized to me and I forgot the incident in the enjoyment of the rest of the evening.

Three or four days later I received in the mail a box of cigars and a note thanking me for my company on that evening.

Has the age of chivalry passed?

—*Clare Richardson*

... Kurt was someone very special to us. We always admired his courage, clear thinking, vision and thoughtfulness. His leadership and spirit will always be an inspiration to us.

—*Liesel and Ralph Ross*

The last time I checked, Jaymar-Ruby, Inc. (or Hoosier Factories, Inc., as it was known in 1939) was KSA's third oldest client. That in itself probably speaks eloquently of our relationship with Kurt in the "early days."

I remember his coming to Michigan City, Indiana, to explore with us the possibility of converting our plant from a straight-line system to a progressive bundle unit, and how with some apprehension and trepidation (never having done this before) we agreed to go ahead.

Kurt was a serious man but always had a twinkle in his eye and a certain calm strength and determination about him. I was particularly impressed from the outset when he pulled from his pocket — on almost any provocation — a six-inch slide rule and proceeded to come up with answers to problems, discussions and questions by what then seemed to be some sort of slight of hand. It didn't take me too long to figure out that I had better learn how to use one of those things also, which I proceeded to do. (I still carry a slide rule.)

Kurt always encouraged discussion and modest differences of opinion. His most famous saying, as I recall, was "If two people agree on everything, one of them isn't necessary." I still use this and give full credit to Kurt for its origin.

... He was, in many ways, my mentor, my inspiration and my confidant. But he was always my friend. I shall miss him very much.

—*Bud Ruby*

There are so many memories of growing up with KSA. I have only vague recollections from the travel years, although I still get homesick when I hear a train go by. There are recollections of wonderful evenings talking with visiting associates and clients. They always made business relationships seem so personal and friendly. I guess that is only natural, considering how important other people's feelings were to Dad, and business was certainly no exception.

Dad had explained to me over the years that his business was people. . . their energy, their talent and their personality. KSA had no significant assets of factories and heavy equipment; rather, it was rich with the most talented and highly motivated people to be found in any organization. These were the assets of KSA and Dad was proud of it. That was the only kind of business he wanted.

Perhaps the most important impact of KSA on me was the undeniable witness it bore for Dad's paternal counsel. Like most parents, he offered his beliefs and values to us. Often we would hear things said such as "A job worth doing is worth doing well" and, "One need never sacrifice one's integrity to succeed."

For many kids it would be easy to pass such statements off lightly as well intentioned ideas whose accuracy was suspect. I had the advantage of seeing KSA and its success as proof positive of the validity of Dad's message. This constant example, spanning decades, has provided me with absolute confidence in his tenets. In my years in business it has been easier for me to not compromise my principles, to not shirk responsibility, and to respect the rights and feelings of my associates.

From time to time I have met someone who had contact with KSA. They have always expressed enormous admiration and respect for the company. It always seemed that they expected me to be surprised at their discovery . . . as they were. But I would smile and feel proud that someone else had touched on my "private" example. I guess I'm still awed that it is so rare to find a company as committed to integrity, quality and people as KSA.

Can't everyone else see how well it works?

—*Douglas Salmon*

One of my earliest recollections of KSA was how strange it was that all the men who worked with my Dad did not seem to have names... only *initials*.

There were many advantages to his having an office at home. If Dad was not there, there were many other people to visit, and as a teenager, I often escaped to the office to visit *Mary Baach*, or *Grandfather* or *Bill Schenke*... or as an older teenager, some of the good looking new trainees! In later life, the grandchildren often visited. How patient Mary was always to stop for a moment while *Jim, Jr.* hopped upon her lap to type a letter!

Many people felt that KSA took virtually all of my Dad's time, but I can NEVER remember being turned away when I needed advice or counsel. In fact, after my first minor auto accident (at age 16, and in their brand new Olds), I ran to Dad in the office at home and even though he was on long distance, seeing my tears, he immediately interrupted his call, calmed and reassured me.

Dad was always there for me and each of my family — always ready to help and encourage—through all the years. I cannot help but feel that this was a role he relished in life... with the family, with KSA, and with his many associations within the industry.

—*Ellie Chartrand*

Quality of time spent with family, not quantity, had to be Dad's philosophy. His persistence in hearing from each one of us and his undivided support and interest in our activities demonstrated his love and concern for his children. In later years, Dad expressed regrets that he did not spend more time with his family and achieve less success. However, I do not think he could have lived with anything that reflected less than his best efforts could produce.

We could always look to him for sound advice, good sense and, of course, a logical way to arrive at a decision. He was always ready to listen and counsel, never imposing his will. Consequently, we always consulted him when facing major decisions.

In retirement Dad wanted to broaden his scope of knowledge and experiences which he felt he had missed because of



The Salmons, circa 1960: Larrine, Ellie, Doug, Kurt, Lula Maye, Tom.

such a specialized education and career. He read extensively, attended and supported the theatrical arts, wrote letters to political figures voicing his positions on the issues, and supervised the construction of a home in the country. While living in the country, he decided to take up riding, which enabled him to enjoy the hilly, wooded trails along the river during the spring and fall. Riding was an accomplishment of which he was very proud.

Family had become the most important force in Dad's life. Although he extended himself to his friends and associates, he was very much a self-contained person.

He was everything I could have asked for in a father. This was true for my husband, too, since he lost his own father several years previously.

There will always be admiration, respect and love in our hearts for Dad.

—Larrine Abolt

"If a thing is worth doing, it is worth doing right."

I knew a man who lived by this principle moment to moment, day by day, for his entire life. And what a gift to be raised by a father like this.

Suddenly I find I have a clearer understanding of this principle of dedication than I ever experienced before. Recently, I was sitting in Carnegie Hall when the pianist of the evening began to play some Chopin waltzes. The same waltzes which every Sunday night through my entire childhood served to lull me to sleep as the music wafted upstairs to my bedroom. I found myself thinking, "Dad would love to hear these played so well. . . probably would go right home and practice them,"

Funny, too, that after 30 years they never really improved all that much. . . though he kept at them and practiced over and over. At first I thought, "How futile to do something over and over and still never get it 100% right." Yet, there was never any sense of unpleasant discipline in Dad's constant attempts to master this music. Rather, there was a dedication which felt like love. . . the love of doing one's best for a cause which deserves no less. The mastery of the pieces was not the point at all, it was the giving of one's best that mattered.

Whether in business, the education and welfare of his family, the sphere of his social activity, or the quiet time he spent alone with his reading and studying, my father did everything he attempted as well as he possibly could. God willing, I intend to follow his example, and with the same pleasure he showed in his own dedication.

If a thing is worth doing, it is worth doing right.

—*Tom Salmon*

He was, by far, the most generous man I've ever met. He was not only a wonderful grandfather but also a friend you could count on. I am very proud to have known him and to have been his granddaughter. I have a very warm and positive memory of him — a memory I will carry with me and cherish forever.

—*Jennifer Hodges*

I was fortunate in having had many long, casual conversations with Kurt in the Fifties. Driving to a client or prospect with Kurt as a passenger was the ideal time for relaxed discussions about his vision of KSA's future and on occasion his recollections of KSA's earliest days.

He had an unusual ability to relax. On those long drives he would often finish with a subject and say, "Excuse me while I nap for ten minutes," and that is just what he did. In a minute or two he would be asleep, and although his internal stop-watch wasn't perfect, he was always awake again within fifteen minutes.

During these visits, I came to know him as a humanitarian in the truest sense of the word, for he liked people at every social level. He was equally at ease with a porter or a company president; he kept informed on each consultant's personal triumphs as well as his problems.

KSA is his living memorial, and to me it grew equally from his drive and from his love for his fellow man.

—*Ross Runnels*

It is difficult to put into words what a sense of personal loss we feel. Kurt was a rare amalgam of brilliance of intellect, coupled with quiet modesty and humanity, so he had the gift of putting everyone at ease and their hearts warmed toward him... Kurt's memory will be cherished.

—*Barbara Sachs*

Our memories of him are warm and vivid. He inspired a young couple to strive always to do their best... His high moral and business ethics set the standard for the entire industry...

—*Janice and Mahlon Saibel*

This has been an exceedingly sad day for all of us at KSA. Kurt has meant so much to so many of us — even in retirement — as a friend, mentor, and advisor. His great capacity for outstanding achievement will, of course, be memorialized in the company he founded and nurtured. We in KSA certainly have a challenge to continue the heritage established for us. It has been my privilege and honor to have been associated with Kurt for what was too brief a period.

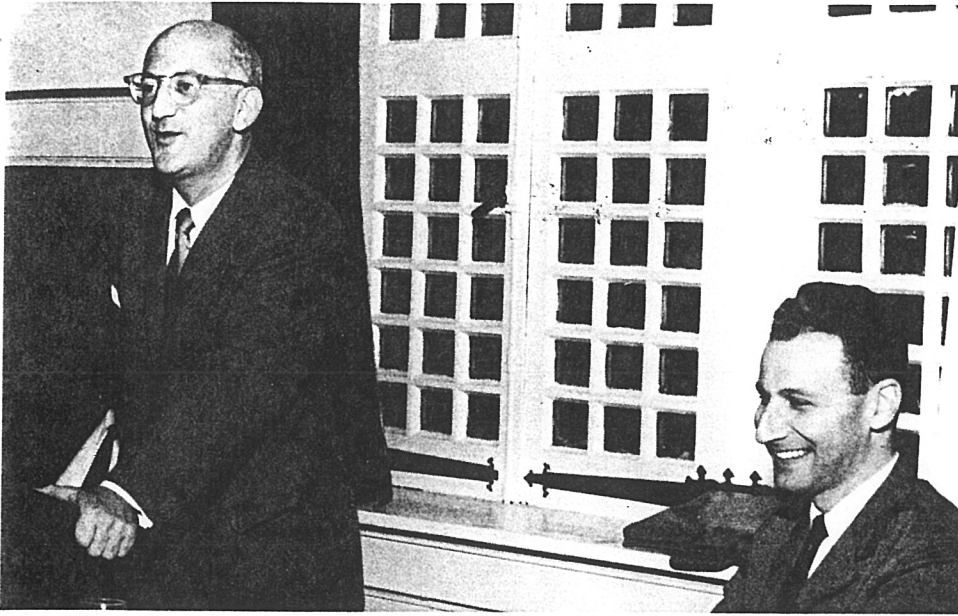
—*Bob Saunders*

He was above all else a truly civilized man, and I cherished him for it... If he had any "secret formula" it was to have confidence in, and respect for, his co-workers... all of us in KSA, deep down, revere him for this simple and honest quality.

—*Joe Scheines*

Mr. Salmon's unfailing courtesy and kindness were always such a bright spot to me when he came into the bank through the years. Many people will miss his wisdom and knowledge.

—*Jean Jones Smith*



At the first Bobbin Show.

... During the first two weeks of required reading at 3000 Albemarle Street, Kurt walked in and asked if any of us were plumbers... he had a problem with the plumbing. My answer was that I thought I was an engineer but that events might prove me to be a better plumber. He laughed and said he liked that kind of humor. I've felt especially close to Kurt since that moment. He had a personal touch with everyone and I never met a man, inside or outside KSA, who didn't love him.

... My first supervisor, Jack Johnson, told me something about Kurt I never forgot. He said: "Kurt makes you feel someone up there loves you. He makes you feel he is reading every weekly report, checking your progress with your superior

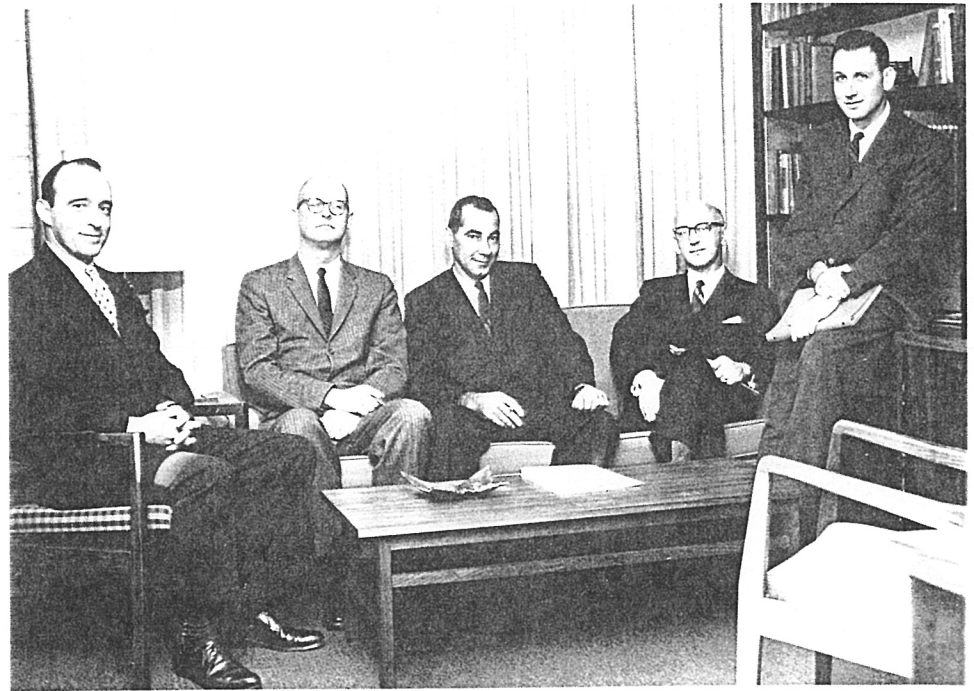
and generally watching over you. Then when you do something well, he sends a hand-written note of congratulations."

I soon developed the same feeling Jack had toward Kurt and from time to time I got hand-written notes. Even after I left KSA this remarkable man found time to send me three of those famous notes. No wonder I still loved him.

—*Bob Solomon*

I think how I will miss my life long friend. Kurt was such a wonderful husband, devoted father, and great human being.

—*Ruth Sonnenschein*



In 1962, Kurt posed with Dean Vought, Ross Runnels, Karl Striegel, and Jack Ullman.

Who was (is) Kurt Salmon? You could ask fifty people this question and receive fifty different answers... all correct. I was privileged to spend 36-plus years in a very close association with him and during that time saw most of the fifty facets. Though we shared some of these facets, in many, many ways we were complete opposites.

However, we did have a mutual respect for and complete trust in each other... which is why we never had a serious argument or disagreement.

Here are a few unrelated, and fragmented memories that illustrate some of those facets for me:

* Monroe Ga., 1942 — Everyone continually asked me when my “father”

was coming to visit (the installation) again. I think Kurt was annoyed at first (there were only seven years between our ages), but we later kidded about it.

* Monroe Ga., 1943 — sitting with him in a hotel room until 3 a.m. while he typed a final report with two (2) fingers... he was *good!*

* Riding back from the Greenbrier to Greensboro with Kurt and Jane. We sang all the way... and Kurt was tone deaf!

* Playing “golf” (he played FLOG...) with Kurt, Lulie, and Jane at the Homestead. Kurt drove first and as we walked to his ball (15 yards) he announced that he was a “religious golfer” — he believed that “the first

At his Retirement Dinner in 1974, Kurt passes along the proceeds to Curt Porterfield, of the Apparel Education Foundation. In the middle, Joe Lipshie, Dinner Chairman and long-time friend.



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* Gambling — he was the world’s worst in poker, but the best sport ever. Later, he tried his hand at Red/Black in roulette on a double-up system. Finally saw the error of his ways!

* Isolated chats when he told me of his first years in the USA, reading funnies to learn slang, his first job in Reading (Pa.), and at May Hosiery in Nashville, etc. He gambled for much bigger stakes then, and made it pay off for many of us.

* Some very rough times with Roydonwear, KSA Europe, and KSA/USA when Kurt showed he was completely dedicated to success and willing to risk all to back his convictions.

* Original “ExCom” meetings (were not called ExCom at that time) in a hotel room in Memphis in connection with the old SGMA conventions. The only way to break-up the meeting (held in Kurt’s room) was to light up a cigar... which we did!

* In 1941 to 1944, Kurt had an obsession that a business man had to wear

a hat. In New Orleans (1942) he dragged me into a haberdashery and bought me one... which I promptly gave to Ronnie DuVal one-half hour later. He bought me a second one a few months afterwards, but I left it on a plane. He finally gave up!

* He received a sterling silver cigarette lighter as a gift, with “KS” engraved on it which he gave to me along with a clipping on the hazards of smoking. For twenty-five years he bombarded me with clippings from magazines and lectures on various health hazards.

I could go on and on with memories that mean much more to me than they could possibly mean to others.

He was a remarkable and complicated man in many, many ways. Perhaps his most remarkable trait was to adapt to any situation and bring out the best in all of us. We will all miss him, but we are all better people for having known him.

Kurt, if you are opening any kind of a business in the hereafter and need an assistant, I’m applying.

—Karl Striegel

Man Lives On in the Memories of Those He Leaves Behind—and those memories of Kurt Salmon remain with us every day. They are good memories, memories of the enormous contributions of this “little man” who was such a giant.

Hardly a day passes without reflecting on “what Kurt might have said” or what his opinion would have been, or what he’d have done. For the guidance he gave us and our firm over so many years will continue to shape our future — personal and KSA — as it has shaped our past.

It is impossible for me to express the depth of feeling or the degree of admiration I personally have for Kurt. He contributed so much to my life as he did to so many. He was the only “boss” I ever had. But he was never a boss. He was a colleague, an associate, a partner and a friend. He never let you feel otherwise. Throwing his weight around was not his style.

Self-effacing, he shunned ego-building personal recognition unless he felt it contributed to the objectives of KSA. He often quoted, “Humility is the luxury of the superior” — and he believed and lived by that credo.

Much has been written about Kurt’s many contributions to his profession, to KSA, and to the clients and industries he served. To me his most important accomplishment is the opportunity for personal development he provided to so many of us whose professional lives he touched.

Kurt’s own words on the occasion of his retirement confirm his sense of values:

“My part of the financial success of KSA was welcome but, quite frankly, I got my biggest kicks out of seeing so many young men develop and blossom, and it’s a good feeling to be able to reflect that, maybe, here and there, I was able to make some personal contributions to that process as well.”

And in closing that same letter, Kurt said to us:

“... Good luck for the road ahead ... and take care of yourselves; your families need you!”

Yes, men do live on in the memories of those they leave behind. And what wonderful memories of Kurt so many of us share. Memories that bring joy; that continue to teach us; that help us through difficult times; and that will keep a wonderful human being with us always.

—*Jack Ullman*

Kurt was an outstanding gentleman, a fine friend, and a remarkable professional. Being on the staff of his company was a rewarding experience for me.

—*Gerry Vercaemert*

I am among those who have been with Kurt for over 30 years and saw KSA develop from a group of people completely centered around Kurt, to a large organization molded to his principles, but not totally dominated by the man himself.

From a professional point of view, no one person made more personal



Kurt, Lula Maye, Jane and Karl Striegel at an industry affair.

decisions and shaped my career, and therefore eventually life, than Kurt did. I liked what he did to and for me.

Among my fondest memories were his excellent and effective notes and policies on conduct, dress and attitude in the business world. We kidded him about them, but they really got the point across and did the job. Also, his thoughtfulness and thoroughness as he carefully planned his less than full-time participation in KSA. He did it well, and he did it right.

He was a unique man. It could truly be said that after God made Kurt, he threw away the mold. There

is a tremendous vacuum. We will miss his presence, his guidance, and his listening. —Dean Vought

The way I remember Kurt is that he was a very private and thoughtful person, perhaps a bit shy, and that he was someone who would seldom participate in pointless banter. He was "all there," however, when it came to serious matters—be they of a political nature or on the subject of the arts. I was impressed with his extensive and thorough knowledge in these fields. —George Waldes



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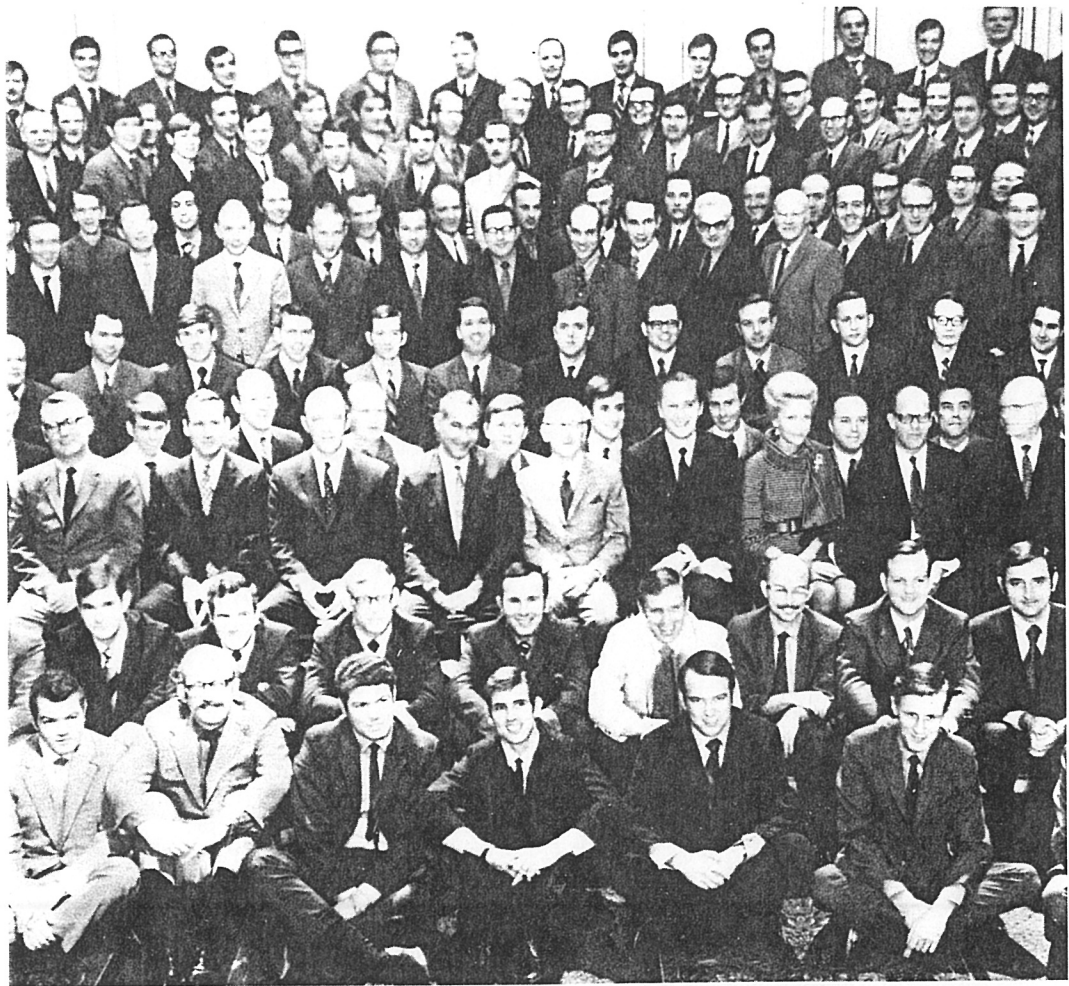
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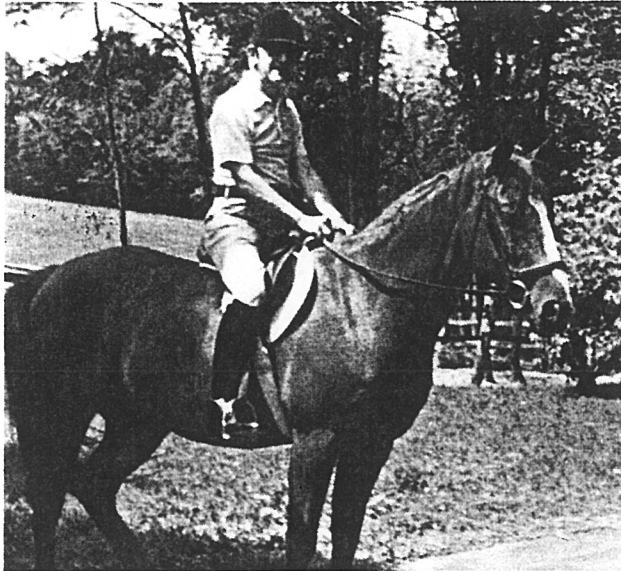
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Kurt surrounded by part of his KSA family at the 1969 Staff Meeting.

At right, Karl Striegel presenting Kurt with a gold-plated sewing machine in 1965, to commemorate 30 years in apparel engineering.





In retirement.

On January 26, 1977, Kurt Salmon received the Management Consulting Award for Excellence, sponsored by seven leading U.S. and Canadian consulting associations. His award citation included the following remarks:

“In developing a one-man consulting practice into an international organization with over 225 full-time professionals, Kurt Salmon has displayed professional competence, undeviating devotion to quality performance, and inspiring leadership. These characteristics have been recognized repeatedly by his clients, his associates, and his peers...

“He has probably done more than any other individual, directly and indirectly, to raise the professional management level of (the apparel) manufacturing industry in the U.S....

“Without diminishing in any way the importance of Kurt Salmon’s contributions to organizations like ACME and IMC, those who have worked with and for him feel that his greatest contribution to consulting has been on a personal level. He built a very successful organization by assembling a group of highly independent individuals, imbuing them with the concept of professionalism (repeatedly expressed as “keeping the client’s interest foremost at all times”) — and then giving them the freedom to function as professionals...”

