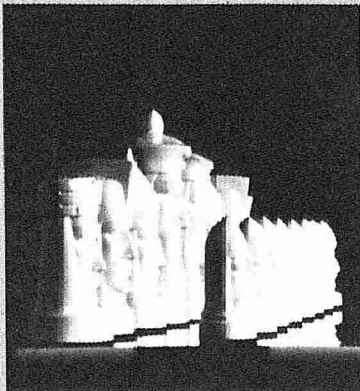


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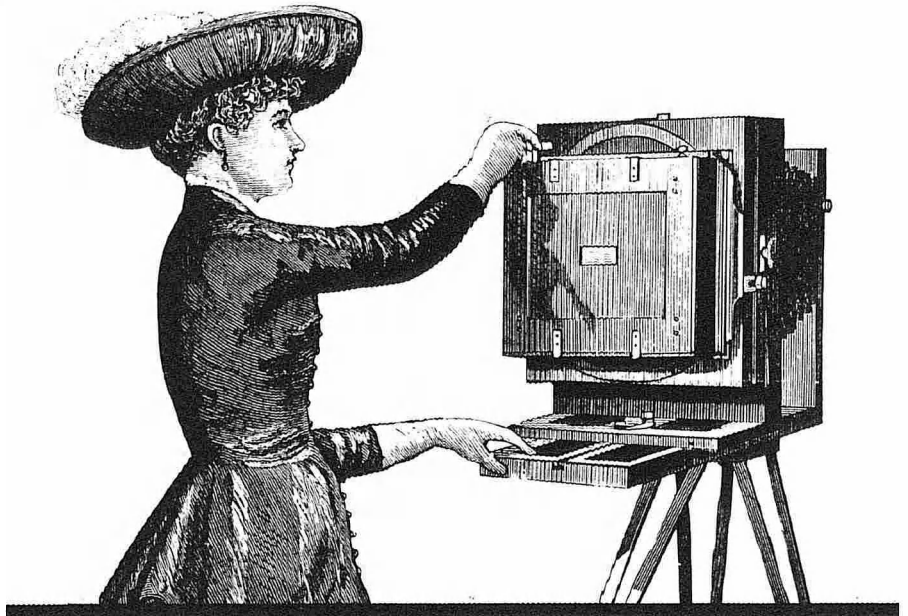


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In Practice



Quick Advice for Women Entrepreneurs

The nation's first toll-free business counseling service designed exclusively to meet the needs of the woman entrepreneur has been expanded to assist greater numbers of women business owners across the country.

The American Woman's Economic Development Corp. (AWED) will provide the service with the assistance of a \$25,000 grant from Citicorp/Citibank. AWED has helped more than 25,000 women start and achieve success in their own businesses in response to a national trend: women in increasing numbers are going into business for themselves.

According to Beatrice Fitzpatrick, president and founder of AWED, the organization offers a wide range of programs for every level of entrepreneurial achievement, including the two telephone counseling services: intensive business counseling and the AWED hotline for women who require a quick answer to an immediate business question.

The Citicorp/Citibank grant, Fitzpatrick said, "will aid us in meeting the growing demands from women for professional on-target business advice."

Charles E. Long, executive vice-president of Citibank, said his firm encourages "women entrepreneurs to develop new businesses" by offering

them "the technical assistance and information that will help them to prosper."

By calling the hotline, women can obtain a quick answer to an urgent question from experts. Each hotline session lasts up to 10 minutes and costs the recipient \$5. This service is available Monday through Friday, 10 a.m. through 5 p.m. (Eastern Time).

Business counseling offers women an expert in the area in which the entrepreneur needs help. The counselor is selected to work with the entrepreneur at a mutually convenient time. The expert calls the entrepreneur at AWED's expense, after the entrepreneur has filled out an information sheet indicating her needs and specifying a time for the call. The sessions are from one to one-and-a-half hours (the counseling fee is \$25). This service is available during regular business hours Monday through Friday (EST), or in the evenings, Monday through Thursday.

Both services, which may be charged to major credit cards, are arranged by calling, toll free, 1-800/222-AWED; in New York State, call toll free 1-800/442-AWED. In New York City, Alaska and Hawaii, call 212/692-9100. For information about AWED's other programs, write The American Woman's Economic Development Corporation, The Lincoln Building, 60 East 42nd Street, New York, NY 10165.

Mixed Results for Management Incentives

If you're a manager, chances are that 1984 was both good and not so good. Good, because you likely saw your salary shoot up 7.7 percent; not so good, because your companies held the

line on management benefits. Both sets of findings were turned up in a study by the Administrative Management Society of Willow Grove, Pa.

The study, *1985 AMS Guide to Management Compensation*, shows that the average manager last year pulled in \$32,270, with plant managers averaging the highest salary at \$42,100, up from \$41,900. Plant managers and sales managers are the only positions in

the U.S. portion of the survey to top \$40,000. Personnel directors came in third at \$38,400; word processing managers finished last at \$24,500.

(The last figure is perplexing, given widespread organization support for new technology. Perhaps managers in the word processing sector can push for higher salaries once the cost of the technology has been absorbed by their organizations.)

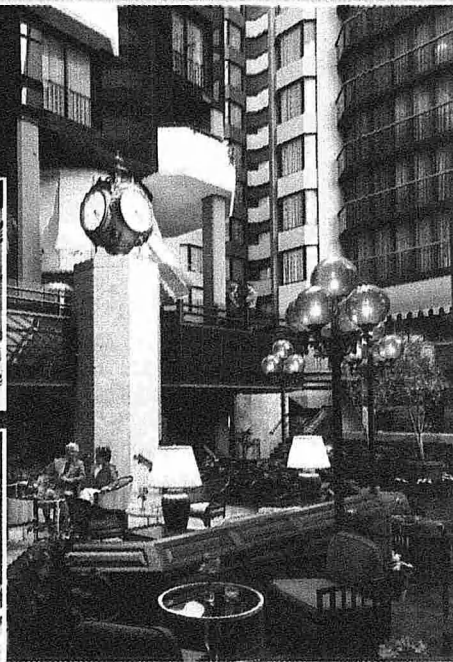
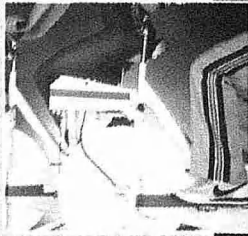
Broken down by regions, the management salaries in the 12-state western region from Colorado to California earned both the highest average salaries (\$34,340) and the highest percent increase (13.3). Their neighbors in the west central region, however, averaged the least annual salary in 1984 (\$30,795) and showed a weak salary increase (4.3). By industry, U.S. managers working for utilities continued to earn higher salaries than managers from other sectors, including manufacturing and processing, banking, insurance and financial, retail and wholesale sales and distribution, plus a composite group of education, employment, government and medical.

The survey notes another trend: U.S. companies are continuing to grant managers salary increases solely on merit. Of the companies surveyed, 58 percent are using this system, with another 29 percent giving raises based on merit and general criteria. The rest give general or cost-of-living increases.

Although companies are still keeping the lid on the range of benefits and the degree of financial support they provide mid-level management, the survey does note that over half the companies queried are paying the full costs of such insurance benefits as group life, hospitalization, surgical, major medical, accidental death and dismemberment and long-term disability. However, the level of such support has decreased in the last year. Erosion occurred in the number of companies reporting full payment of major medical (down three percent), hospitalization (down five percent) and surgical (down five percent). Only the number of companies paying long-term disability coverage in full rose (up three percent).

To get a copy of the guide (available for \$100), write to "1985 Management Guide," Administrative Management Society, 2360 Maryland Road, Willow Grove, PA 19090; call 215/659-4300 for more information.

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Putting Policy to Work

Submitted by Patricia Ryan, Bureau of Business Practices, Waterford, Conn.

Affirmative action policies usually are written by high-level executives and their legal counsel. But according to Fair Employment Practices Guidelines,

a publication of the Bureau of Business Practice, directors, managers and supervisors are the ones who have to make them work. Managers, supervisors and personnel directors make most hiring decisions, outline job qualifications and evaluate job performance. They are responsible to ensure that the physical and mental requirements they dictate don't screen

out qualified disabled applicants. FEP offers these guidelines to help guard against discriminatory employment practices:

■ *Use tests that are solely job related.* For example, don't give an applicant with a speech disability an oral test if there will be little oral communication involved in the job.

■ *Make certain that physical requirements are job related.* If used, physical exams should be administered to all job candidates, with uniformly applied standards.

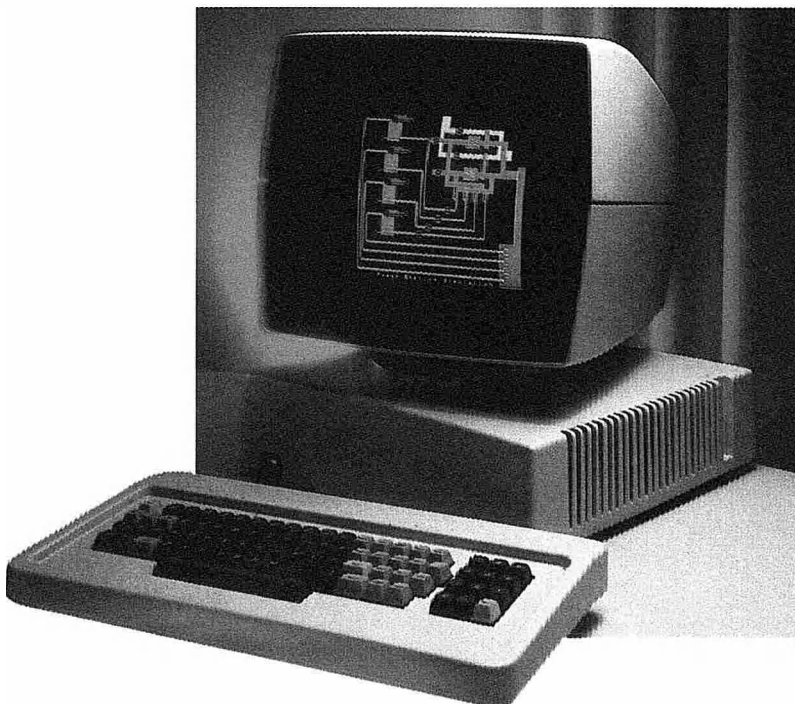
■ *Stick to job-related qualifications.* Describe only those skills necessary to perform the job.

■ *Consider and reconsider disabled workers for training programs and promotions.* Don't assign disabled workers the easiest tasks for fear they can't handle the more difficult ones. This prevents them from gaining the experience they need to progress.

■ *Reshape the job.* Wherever possible, tailor the job to the worker. Slight modifications of equipment or work areas, or flexible working hours might be all that's needed to help a disabled worker fit into a job.

Ultimately, the reasonableness of any accommodations made to a disabled worker must be judged on a case-by-case basis. If help is needed in making such decisions, the Office of Federal Contract Compliance Programs (OFCCP) has 10 regional offices and 63 area offices throughout the country that can help. Their telephone numbers are located under the Department of Labor listings in your telephone book.

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A Goof By Any Other Name

Washington training whiz George M. Bland, an occasional contributor to this department, won a gentlemen's bet the other day when he found an error in a March "In Practice" piece. (George will be given free conference passes to the first ASTD national conference scheduled for the Virgin Islands—as long as it's held in the next two years.)

Anyone who tried to tune in *I Train*, listed in "Teletraining Network Listings" for the 1 p.m. spot, undoubtedly discovered the same error when

they realized they were watching *Soul Train*, a new show aimed at the metaphysical branch of the training profession.

Like many of you, I was sorry to see *I Train* go (especially after viewing its replacement). But times change, and we can be consoled with the fact that *Soul Train* will run out of steam one of these days.

Galvanizing Your Communications

Submitted by Andrew Sherwood, president and chief executive officer, The Goodrich & Sherwood Company, New York.

Your personal success and your company's success in the marketplace depend largely on the ability to get a message across convincingly and effectively. Whatever your line—training or accounting—the essence of business is salesmanship.

To improve your communications—with one person, a small group or a mass audience—follow these guidelines:

■ *Pinpoint the purpose behind your message*—Unless you have a clear idea of what you want to happen after your message is hammered across, it will be difficult to find your target accurately and effectively.

■ *Identify your audience*—Who are you addressing and who do you wish to address? Seasoned executives? Salesmen? Distributors? Dealers? College students? Property owners? Young mothers? Is the audience you're planning to reach the one you really need to reach to achieve the objective you spelled out? Proper audience identification is essential in designing an effective message and ensuring maximum acceptance of your idea.

■ *Satisfy the interest of your audience*—Articulated or not, the universal motivator to action and attention is the question: "What's in it for me?" Why should employees be enthusiastic and cooperative about an automation program they feel may threaten their security and force them to tackle frightening new techniques? No reason at all... unless they are sold on the innovation from a "what's-in-it-for-me?" point of view.

■ *Unify your audience*—Find, if you can, a single common denominator of in-

terest and identification. The object is to get each person to react in the same way to your message.

■ *Galvanize your message*—Inject drama and excitement into it.

■ *Don't get carried away*—Careful planning prevents going overboard. For instance, the best way to prevent spending too much money is by spending a little thought. The care you take in telling your company's story will mean success for you in this contest of salesman-ship.



No More Sweaty Palms

In their useful speaking guide for professional and business people, *YOU Can Talk to (Almost) Anyone about (Almost) Anything*, authors Elaine Cogan and Ben Padrow have, according to U.S. Senator Bob Packwood, "captured the essence of what can make you a good public speaker." If you don't take the Oregon senator's word for it (the book is, after all, published by Portland State University), take a look, anyway. The book provides a concise, clearly written compendium of the ammunition you'll need to overcome an attack of the speech willies.

Should you want to avoid affliction with "hands so sticky that, like Lady Macbeth's, they cannot be wiped dry," as Cogan and Padrow put it, follow these excerpted tips:

■ Check out the room beforehand.

■ Try to arrange the seating to your liking.

■ If you are speaking after a meal, eat lightly, but well.

■ Remember you are a speaker, not a musician. (The authors counsel against jangling change and finger drum rolls.)

■ Write your own introduction.

■ After you are acknowledged, stand

up, arrange yourself comfortably at a podium and look around slowly at the audience.

■ Do not take your watch off and lay it ostentatiously on the podium.

■ If a few in the audience appear bored or distracted, never mind them.

■ Never, never start your speech by tapping the microphone and asking, *Is this on? Can you all hear me?*

■ Stand tall, natural and relaxed, alert and vigorous.

The above "Antidotes to Wobbly Knees and Sweaty Palms" should hint at the clarity of the book's language and concepts. We have only one qualm about an otherwise astute presentation, and that arises in the chapter in which this suspect cliché is related: The female has "better command and love of language—poetry, literature, and the spoken and written word.")

It would be unfair to give away too much of this slender volume, since the book is made to be read in its entirety, and it is in that context that the reader will best be served. If you're a fast reader, the task can be accomplished after dinner one evening.

Sweaty Palms II

Submitted by Daniel Dana, a conflict mediator in Bloomfield, Conn.

I have found few tasks to be more difficult than communicating with audiences for whom English is a second language. Conducting training under these circumstances takes special sensitivity. During recent management training seminars, my audiences taught me tips that can make the job much easier:

■ *Moderate speed*. Even though your audience may be fluent in English, they nevertheless must perform some mental translation into their native language. That requires time and energy.

■ *Articulate more carefully than usual*. It is not so obvious to non-natives where one word ends and another begins.

■ *Pause briefly between sentences*. They may need a few moments to catch up.

■ *Use common words instead of less common ones*.

■ *Avoid uncommon idioms*. If you catch my drift, clean up your act and don't mess with people's heads. Get on the ball.

■ *Speak loudly enough to be clearly heard.* Comprehension requires more auditory data when listening to a foreign language, whereas in one's native language quiet whispers can be understood.

■ *Explain or avoid references to persons, events and places that do not have an international reputation, even though they might be well known in the U.S.* For example, don't assume that Swedes know where (or what) Wyoming is, or will recognize the name of a domestic political figure. They may not know U.S. geography, politics and historical and current events any better than you know theirs. Who is the Swedish equivalent of Tip O'Neill?

■ *Summarize key points at natural breaks in your presentation.* Your audience is likely to be working very hard at understanding details and may need help following your general direction.

■ *Occasionally invite questions to clarify content material.* It is difficult, even within one's own culture, to predict what an audience comprehends—a

problem magnified by cultural and language differences.

■ *Write key words and special vocabulary on newsprint or overheads.*

■ *When new vocabulary is introduced, ask participants to identify and share equivalent terms in their native language.*

■ *Pause periodically to allow subgroups to discuss in their common language what has been presented.*

■ *Take more frequent breaks than usual to allow the audience to rest from their mental work.* They are actually attending two seminars simultaneously: one in the subject matter, the other in English as a foreign language.

■ *Permit role plays and break-out discussions to be conducted in the audience's native language, when possible.* When several common-language groups are present, form role-play and discussion groups accordingly.

■ *Learn about cultural norms that influence behavior within the training room.* These include assertiveness/aggressiveness, respect for authorities and expression of disagreement.

Casually interview some key people prior to your program about how participants are likely to respond during training. Then, don't expect your audience to behave like Americans.

■ *Adjust your training design to allow for the inevitably slower pace resulting from these considerations.*

Perhaps it is unnecessary to be reminded that in using these training tips, it is important to do so in a spirit of sensitivity to participants' needs, not in a patronizing manner. Unfortunately, American consultants abroad are sometimes stereotyped as arrogant know-it-alls who presume to bring knowledge to the heathens. I urge anyone traveling abroad to provide no further substance to this impression.

One final point. I was uncertain whether so-called "American" training techniques such as role play would be as successful with participants from other cultures. It should come as no surprise that managers in international training groups are just as socially skilled as U.S. managers (often more

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so). Recognize that class differences within some cultures are greater than cultural differences within a particular socio-economic or professional class.

Better Morale in a Low-Pay Atmosphere

Submitted by Richard J. Nadsam, assistant vice-president and training coordinator, Great American Federal Savings and Loan Association, Pittsburgh.

Trainers in industries that pay lower salaries than other industries often face morale problems. Requesting a 20 percent, across-the-board salary increase in a parsimonious organization is an exercise in futility. What can a training director do (besides accepting low morale)?

Work with what you have—the employees who like their work in spite of low pay scales. Several areas other than compensation present opportunities for boosting their sagging spirits.

We can review the benefits package constantly to make sure we offer our employees the best possible coverage. An annual report to every employee outlining the organization's cost and their dependents would also help ease the pain.

A constant review of all work stations and continued upkeep to make working conditions pleasant, clean and healthy should boost morale. It's amazing how much a new desk and smoothly functioning air conditioning increases morale.

Comparing *vacation* policy and observance of national *holidays* to other companies is a good idea. If employees feel they are underpaid, then giving them an opportunity to get days off *with pay* can help (and it certainly wouldn't hurt). Adding a personal day off would also help.

Having a strong, *consistent performance appraisal* program is a must. Constant review and update of this program is also necessary. Employees need to know where they stand. A pat on the back or a closed-door talk never hurts. Tying the performance appraisal rating to a merit increase should be a continuing morale booster.

A *job classification system* shows employees where their current job

ranks in the organization and can be a helpful tool in career planning discussions between the employee and supervisor.

Education is essential. Whether it be in-house, college-credit reimbursement or evening classes at the local high school, every person likes to improve. If the organization picks up the bill—or even part of it—employees find it easier to spend part of their free time on education.

These are just a few items that can ease the pain of low salary. Whether they help shore up morale depends on how well you carry out the suggested programs.

Is OD Out of Date?

Submitted by John Cowan, principal consultant, Control Data Business Advisors, Inc., Bloomington, Minn.

If you haven't begun questioning traditional OD theories and techniques, you'd better start now. The unstable nature of today's marketplace alters the impact of everything we do. Much received knowledge no longer applies; much needs to be revamped. Following are just a few of our concepts that desperately need reexamination:

■ *The business unit as family*—OD consultants are, for the most part, a group of lovers. Many of our methods were first established in sensitivity groups and in family therapy. We bring the perspective that the business unit is a family. Although their professional formation has been different, most of the best line-management colleagues and clients have the same caring perspective.

But when the market changes, can the business unit afford to be a family? After all, no matter what the environmental changes, families do not discard sons and daughters by the dozens.

Stuck in the family model, I have spent fruitless hours in the non-resolution of situations where the only abiding answer was that this person does not belong in this place at this time. He or she must be placed somewhere else, perhaps even outside the company.

Perhaps the time has come to look

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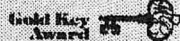
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harder at recruitment, placement and out placement as normal approaches to organization development and help management move more toward an economic model for the business unit, rather than a familial model. This is not to reduce the roles of love, caring and warmth, but to maintain them and at the same time allow for the realities of a changing market that cause a need for a changing work force. When the company looks at business this way, there need be little shame in moving on. There can even be relief and joy.

■ *The team as the focus for change*—OD is not team building. Even so, the team is frequently the target for change; the group is the learner. “What has the team learned from an event?” becomes the central question.

But in an unstable market the team is not going to remain constant. As the situation shifts, so must team membership shift. As the situation shifts dramatically, so the organization must reorganize itself dramatically, often shutting down the existing team structure in favor of a radically different structure.

Perhaps the time has come to focus on the individual as the unit of change. “What has each individual learned from this event?” is the ultimate question for the evaluator. The team will certainly be dismantled in two or three years, but the individual will remain.

■ *Culture as the determinant of behavior*—In the axiom, “Behavior is a function of personality multiplied by culture,” we emphasize the change in the culture because we accept that individuals are weaker than the force of a culture.

This is nonsense. The corporate culture is formed and held in place by those who chose to be dominant in it. Talk about IBM's culture and see how quickly Tom Watson, Sr., is mentioned. With Control Data, it is Bill Norris. With Chrysler, it will be Lee Iacocca.

The axiom becomes non-axiomatic—even at lower levels in the organization. I have seen people at all levels form the culture through the force of their presence. Secretaries sometimes shape executives. Among the skills we need is negotiating with new teams a culture fitting their needs.

In an unstable market, with its resultant unstable organization, I consider it an indictment of my abilities when people with whom I have had

extensive professional contact remain dependent on me for their culture-forming activities.

■ *Long range organization development plans*—I tend to fall asleep when teams begin their action-step planning. For years, I have been bored by executive succession plans that decide who is the back-up for whom. The world has always changed faster than the plan can be implemented.

In a world of changing markets, instead of linear plans that expect certain events to occur at certain times, the emphasis should shift to immediate action.

For example, a major corporation developed an orientation program for its new employees. The project leader's development of the orientation program plodded on for two years, as the corporation continued to hire thousands of employees. His polished product was ready shortly after the corporation quit hiring. As he prepared for the future, he missed the moment. If our approaches have an impact on the moment, they will affect the future by changing the moment.



Please send items of interest for *In Practice* to Robert Bove', Training & Development Journal, 1630 Duke St., Box 1443, Alexandria, VA 22313.