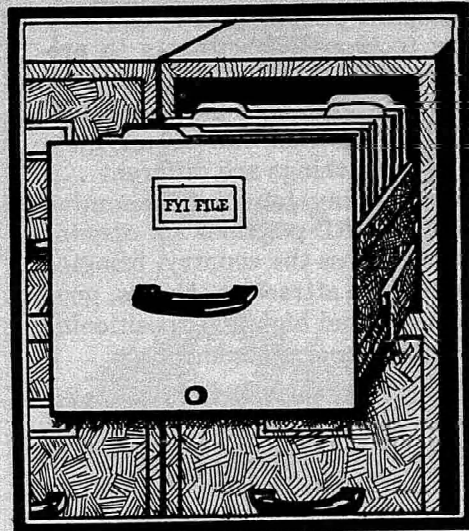


# FYI FYI FOR YOUR INFORMATION... FYI



## URGENT: One Billion Jobs Needed

By the year 2000, experts predict a severe scarcity of jobs throughout the world. In an article appearing in the American Management Associations publication, *Management Review*, it is estimated that more than 900 million people will be eligible to enter the workforce by the end of this century. Additionally, it is projected that these newcomers will seek jobs in countries where they are least likely to find them — in developing nations. Coupled with the often limited employment opportunities in these countries, the educational and labor skills tend to be primitive.

The author, Frederick G. Harmon, president of American Management Associations/International, examines the possible ways in which business leaders can help to meet the demand for jobs and train the people who must fill them. "Failure to meet this immense need," says Harmon, "carries dire implications: increased unrest in the developing countries, leading to greater world instability, eventually engulfing the developed and industrialized countries."

Harmon considers the role of industry and its management in helping to solve this urgent economic problem, and quotes Aurielio Peccei, founder of the Club of Rome, who thinks that the business sector is best equipped to do so. According to Peccei, managers and executives, as a part of the doers in society, are among the most flexible people and the most prepared to make necessary changes."

The AMA executive also discusses the advantages and disadvantages of the business sector's taking action to resolve the pending job shortage, as well as the receptivity of developing nations to this assistance. Although there are real doubts about the profit potential in many of the countries where jobs will be needed most, he says, there are a number of factors that point in favor of expanding business activities in these nations.

First, the strong anti-multinational attitudes of many developing countries are fading. This is borne out by executives who pay less attention to political rhetoric and more attention to actual development policies and actions conducted in such nations. Secondly, Harmon notes that many of today's booming markets, such as South Korea,

Taiwan, Brazil and Mexico, were considered developing countries only a decade or so ago. While growing population figures in today's developing nations present problems, they can also provide opportunities for new markets in the future, at a time when present outlets will reach near-saturation points.

Thirdly, he calls attention to the attractive opportunities offered by growing labor pools and relatively low wages in these countries for companies with enough flexibility and clout to open up employment rosters overseas.

Harmon offers a variety of concrete suggestions to the business community for developing strategies to meet the demand for jobs in a manner sensitive to the cultural and socio-political climates involved. For example, corporate commitment in developing countries, it is reported, will involve flexibility and a sense of innovation that will make carrying out business in the industrialized nations look easy. Among the strategies called for will be the abilities to shift to appropriate technology and remain sensitive to changes in technology, negotiate with new leaders, think in terms of production sharing, and learn how to train managers to be more effective in an international context.

The *Management Review* article offers specific guidelines for creating and implementing each of these strategies. Also, a separate section is included which details what developing countries desire of industrialized nations, which may prove very helpful in assuring the success of such activities. Additionally, the author recommends that multinationals assign top, young performers to the task of building operations in developing nations, since the ability to solve problems for which there have been no comfortable precedents may both appeal to the young and match their strengths and talents.

In the words of management authority Peter Drucker, "The multinational company is surely the most important economic instrument in today's world." AMA's Harmon recognizes this, adding, "... because it reflects a new reality rather than an extension of yesterday's business." "A key question for the 1980s," Harmon concludes, "is how significant a role 'the world's most important economic instrument' will play in dealing with the world's most significant economic problem."

# Mobile Training On the Move . . .

ARA Transportation Group has developed and introduced an innovative method for providing school bus drivers and other school transportation personnel with an ongoing program of safety training, it was announced by John J. Gottsman, president.

The company, which operates a fleet of more than 6,000 buses throughout the United States, converted an existing school bus into a mobile training laboratory. Gottsman said the lab is now on the road continuously with scheduled stops at each ARA division in Northern California once a month.

The lab serves as a cost effective supplement to our intensive ongoing training program at each location, according to Gottsman. "Particularly with multiple locations, it enables drivers, maintenance and even office personnel throughout a large geographic area to utilize a sophisticated training center and receive consistent, high quality instruction.

"The physical presence of the lab once a month at each location serves as a learning incentive in itself," said Gottsman. "Employees arrange their schedules around these visits and look forward to new learning experiences in a professional setting."

Gottsman said ARA's transportation professionals developed a number of instructional programs covering defensive driving, first aid techniques, school bus regulations, fuel efficiency measures and maintenance procedures. In addition, special segments have been produced on freeway, city and adverse weather driving conditions.

A different subject is presented to employees each month, and the company continuously develops new programs. Also included is a film library consisting of productions by the National Safety Council, Automobile Association of America and related organizations.

The lab was conceived and implemented by William Brunette, a senior executive at ARA responsible for transportation operations in Northern California. Working with ARA's safety and training professionals, Brunette specified the lab be fully equipped with the latest instructional equipment, including a Bell & Howell 16mm sound movie projector, Tudor individualized instructional film strip equipment; Kodak 35mm Carousel slide projector; a Bell & Howell Filmosound unit; and overhead projection equipment.

Formerly a 79-passenger 1973 Wayne school bus, the vehicle was completely stripped to accommodate its new

students. A heating and air conditioning system was installed, along with carpeting, built-in storage cabinets and custom designed projection stands. The windows were removed and replaced with sheet metal, and the entire inside was wood paneled. Sixteen university-style desk chairs replaced the original seats. Total conversion cost approximated \$27,000, which included the vehicle and a new diesel engine and the training apparatus.

"The mobility feature permits training at any company facility and also at schools, satellite bus parking areas and other locations," said Gottsman. "The lab also visits high school driver education classes to demonstrate safe driving techniques.

"Providing demanding standards of safety and the most professional training has always taken precedence within our company," he said. "We are committed to provide the safest, highest quality service to our transportation customers. Emphasis on safety and ongoing training makes our drivers the top professionals in their field."

For more information, contact Roger S. Pondel, Melvyn S. Rifkind and Associates, 1900 Avenue of the Stars, Los Angeles, CA 90067.

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## Staging Your Presentation

"Appearing on TV or radio can be a frightening experience," says Michael Bland, author of the just-published *Executive's Guide to TV and Radio Appearances*. And as media coverage of business, government, and social issues expands through the public's insatiable thirst for longer-format news, specials, and talk show programming, as well as the increased use of in-house video programming, the likelihood that a representative of a company, government agency, health care organization, educational, energy, or lobby group will appear on TV is just too large to ignore.

Preparation is the key to a successful appearance on the media, says the author who has worked for years in communications media and training, and he tells readers how to prepare in this new book. The *Executive's Guide to TV and Radio Appearances* explains what a typical studio is like; how to take advantage of TV and radio coverage by making and keeping contacts with the stations; which gestures denote sincerity (and which merely expose the executive as a nervous subject). Readers are led through a sample "investigative" interview in which the subject does everything wrong — and then learn how the same subject gives a very successful impression. Bland supplies such "industry secrets" as:

- how to turn a loaded question into the opening an executive has been waiting for;
- how to be firm rather than belligerent with a prying reporter;
- how to spice up dry data with colorful anecdotes; and
- how to anticipate probing questions and show your side at its best.

Previously, this kind of information has only been available through private coaching sessions costing thousands of dollars and reserved only for the top brass of an organization. Now, however, any individual — whether a manager, public relations officer, talk show host, or in-house video producer — can utilize this valuable expertise. — *The Executive's Guide to TV and Radio Appearances*, by Michael Bland, Knowledge Industry Publications, Inc., White Plains, N.Y. 10604; hardcover, \$14.95; 144 pages, illustrations, appendix.



The mobility feature of the bus enables employees at multiple company locations to have the full benefits of a complete, sophisticated training center and receive consistent, high quality instruction.

# How Do Your Trainees See You?

We've all heard the phrase, "If you could just see yourself through my eyes." Well, it's very important that we, as trainers, keep this phrase in mind every time we get up in front of a group. How do your trainees see you?

One very important aspect of how your trainees see you is your level of dress. In general, there are five distinct levels of dress:

1. Formal — tuxedo or evening gown.
2. Semi-formal — three-piece suit or a conservative dress/jacket combination.
3. Casual — a sport jacket and tie, or a jacket and sweater for men; a less conservative dress, a pantsuit, or skirt and blouse for women.
4. Semi-casual — sweater or open collar short with nice slacks for men; uncoordinated pant/blouse combination for women.
5. Grubby — work clothes; jeans, etc.

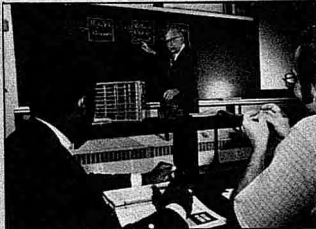
The two extremes (formal and grubby) should never be worn by a trainer. Always keep in mind that a trainer should always be dressed equal to or one step (but no more than one step) above the level of dress of the trainees.

If you dress more than one step above your group, they will see you as being aloof or out-of-touch with their work situation. Participative discussion will have trouble getting started because the trainees will believe they can't talk to you on their level.

If you dress below the level of dress of your trainees, they will see you as having no authority. Your words won't pack any power because your trainees, consciously or subconsciously, view you as inferior.

Of course, neither of these situations has been written in stone. It will depend upon the trainee's attitude toward the material and his personal situation, but why take a chance.

Before you get up in front of a group, predict what their level of dress will be and dress yourself equally or one level higher. You may find your training will have an easier time getting started on the right foot. Remember, the first impression is the hardest to overcome. — *By Paul S. Taylor, Energy Supply Training Administrator, Central Illinois Light Co., Peoria, IL.*



for feedback and face-to-face discussions, according to Schmermund referring to an AT&T study.

"If you're polluting a river, clean up the river. Don't sponsor a Little League baseball team and claim to be a good corporate citizen," says Jim Grunig.

The University of Maryland professor made the suggestion at IABC's Washington, DC, conference on "Public Expectations and Communication," held earlier this year.

Grunig said the key is to identify crucial publics and to serve those that are important to the organization.

"To avoid raising the wrong expectations in the area of social responsibility, business ought to pay attention to those things business is designed to do," Grunig said.

A myriad of other speakers lamented that the public today expects less from institutions; but some speakers offered glimmers of hope.

Columnist James Kilpatrick, in his characteristically pithy style, pointed out the dilemma between what people hope will happen and what they expect to happen.

"I hope the airline will make an on-time departure and not lose my luggage. What I expect is that my flight to Washington will be delayed and my luggage will end up in Mexico City," Kilpatrick said.

He noted that politicians raise expectations with lofty promises but rarely deliver on them, but said: the public expects it is being conned and discounts the claims.

"Our expectations of products manufactured by American industry have been lowered, and that is a sad state of affairs," Kilpatrick said.

Arthur White, executive vice president of the social research firm of Yankelovich, Skelly & White, said communicators have a key role in a growing public movement to close ranks between government and business in solving problems.

"The public is beginning to see the relationship between regulation and inflation," White said. He referred to research conducted by his company which indicates a recent turnaround in public attitude toward business regulation.

White sees the era of government regulation ending, to be replaced rapidly with a new move characterized by less bias toward institutions.

"However, the public is clearly not telling business to do anything it wants. Research indicates concern remains high about warranties, false advertising and handling complaints," White said.

Tom Ruddell, director of information services for Pennsylvania Power & Light, Allentown, in summation of the conference, noted the White House is a communication nightmare.

"With so many senders and so many receivers, communication at the White House is like ships passing in the night," Ruddell said.

Hodding Carter III, spokesman for former Secretary of State Vance, provided substance for the observation when he detailed a communication failure a few days earlier that resulted in the United States casting an incorrect vote at the United Nations.

Several panels brought candid frankness from opposing positions.

Glen Percy, a public affairs spokesman for the Occupational Safety and Health Administration, noted that 1,100 regulations have been eliminated from the agency's checklist. "Poppycock," replied J. Wade Miller, of Organizational Resources Counsellors.

Jeff Joseph, director of government and regulatory affairs for the U.S. Chamber of Commerce, cited a case in which a company needed 14,000 pounds of documentation

## Management Styles Should Change

"I don't do windows," reflects a growing disdain for detail work, concluded forum participants at a two-day White House conference sponsored by the International Association of Business Communicators.

The meeting probed the problems and solutions of communication in the workplace.

The need to alter management styles in response to changing employee values was discussed by Gary Schmermund, employee communication researcher at AT&T, New York.

Whatever the management style, employees want to be responded to as individuals with ample opportunities

in response to demands by the Federal Trade Commission.

Joseph said Congress has decided the FTC needs a lot of direction rather than sweeping power.

FTC Commissioner Patricia Bailey said the agency does not make unreasonable demands on business, and Mark Green, executive director of Congress Watch, a Ralph Nader lobbying group, concurred.

"The FTC is in trouble because business has the resources to retaliate," Green said. It helps consumers, but consumers are too poor and too disorganized to come to the FTC's defense."

Dr. Sandra O'Connell, author of "The Manager as Communicator," noted the great difference in expectations of people in the 1980s.

"Communicators must note demographics of their audiences to effectively communicate such things as benefits," O'Connell said. "What grandfather regarded as a benefit, today's employee often sees as an entitlement."

For more information, contact Cliff McGoan, IABC, 870 Market Street, Suite 928, San Francisco, CA 94102.

## "Interpersonal Communication"

An important ingredient of an effective public organization is open and clear communication between people. This is especially true in the labor intensive operations of government in which efficient and effective public service depends on people. State, municipal, and county officials appreciate that it is not enough to provide the resources to accomplish the organization's objectives. Public employees at all levels must have the necessary interpersonal communications skills to work together to accomplish their tasks.

The materials and suggestions in this book are designed to help individuals understand the essential elements of interpersonal communication, identify techniques and strategies in overcoming barriers encountered in interpersonal communications, and develop the skills necessary in effective interpersonal relations.

"Interpersonal Communication" was originally developed under a grant of the Intergovernmental Personnel Act of 1970 and first published by the Institute in 1974. Continued demand led to this considerably expanded and revised edition. Dr. John C. Pine, management development associate with the Institute's governmental training division, edited the original and current volumes.

In addition, Dr. Richard C. Huseman, chairman, Department of Management, College of Business, and Dr. Sam Mitchell, Institute of Government and College of Education, have made a significant contribution to this publication.

For more information contact: Publications Program, Institute of Government, University of Georgia, Terrell Hall, Athens, GA 30602.



## Executive Stress: Fact or Fiction?

David R. Willcox, president, Human Resources Management, Inc., has released results of the firm's annual Fortune "500" Management Survey.

"Our study this year focused on a number of management problems," Willcox said. "These included trends toward decentralization, acceptance of the 'Management by Objective' concept, executive stress, communication, and the 'peaked' employee."

According to Willcox, one of the most interesting aspects of the survey, which was conducted over a six-month period, was the unexpected finding with regard to executive stress.

"There is a great deal of literature on the escalating problem of executive stress in the corporate world, with supporting statistics on heart attacks, strokes, alcoholism and the increased need for psychiatric counselling," Willcox noted, adding that "millions of dollars are being spent annually by our top corporations to deal with the problem."

"Yet the survey indicated that the chief executive officers of this country's largest corporations were curiously unaware of the phenomenon."

He noted that while statistically insignificant in number, those questionnaires completed by personnel executives rather than company presidents seemed to recognize the problem to a greater degree.

Willcox said that the only symptom of executive stress that was acknowledged consistently by chief executives was excessive smoking.

He further noted that the recognition of executive stress, although slight, was greater for decentralized organizations.

"This is consistent because an organization moving toward decentralization is in the throes of change, and change is stress-provoking."

The survey further revealed a high correlation between the frequency of meetings and the extent of decentralization. "The greater need for open and complete communication clearly evidenced itself in decentralized organizations where decisions are widely spread through the company," Willcox said.

Most revealing was the significant correlation shown between the number of meetings held on a regular basis within an organization and support for decisions.

"Whether or not an organization was decentralized, the total number of meetings strongly impacted on the support for executive decisions. We feel this suggests that executives seeking strong team support should take their schedule of meetings and their content very seriously, and use it as a tool for improved results."

According to Willcox, one intriguing aspect of the survey was apparent confusion on the part of corporate chiefs on the meaning of the philosophy of management implied by the term "Management by Objective."

He pointed out, however, that it was nevertheless surprising that the chief executives of the nation's most prestigious companies displayed a rather high degree of confusion regarding what is generally considered a basic element in both the theory and practice of management.

For additional information contact David R. Willcox, Human Resources Management, Inc., 344 Washington St., Glen Ridge, NJ 07028.