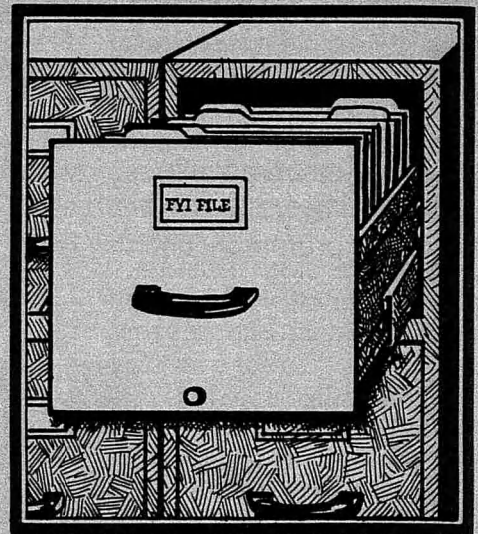


FYI FYI FOR YOUR INFORMATION... FYI



A Journal: Management and Development Tool

I am a teacher of adults. In fact, I am a teacher of teachers of adults. This is a privileged responsibility. I work with administrators who come from business and industry, community colleges, hospitals, training centers, counseling, public schools, and business colleges.

THE JOURNAL AS REDUCER OF STRESS

Each semester I ask each student in my seminars to keep a weekly journal, an account of the learnings of the week. Many of their reactions are extremely positive, some are highly negative. For example, one well trained administrator (and a member of ASTD) found almost insurmountable friction with her supervisor. This woman is capable, well organized, sensitive, a leader type, and is head and shoulders above her chief administrator. "How to operate without making this insecure man vindictive, aggressive, or more obnoxious?" *That* is the question! That is the challenge for this able woman. She confides she found much release from stress by writing in her journal. I found many insights and leads by reading her comments, many of which she shared with the other adult educators in our Administration Seminar.

For instance: "WEEKLY LEARNINGS"

1. "Common goals encourage cooperation
2. My kids are great teachers
3. We are all models for someone
4. Maturity is a quality, not a condition
5. Experiencing success provides growth
6. Everyone needs a support system."

... FOR THE STAFF MEETING AGENDA

Wouldn't it be useful if we could encourage our colleagues to keep personal journals, and then at staff meetings, weekend seminars, or conferences, share some of our insights, frustrations, and administrative principles with others? Our woman administrator confides: "The downer for the week was the confrontation with Harry. In staff meeting, once again, he played the put-down artist. He persists in jabbing at me, often (Often! Most of the time!) in public. He has done that so many times I decided that it was time to call him on it. After the meeting, as he was walking out of the room I asked to speak with him a moment. We stopped in the hall to talk. I said, 'I would appreciate it if you have anything of a deroga-

tory nature to say to me, please do it in private, not in front of the staff.' His reaction was totally unexpected, completely childish, and extremely bad management technique. He exploded in a barrage of accusations and barbs, shouting and shaking his finger at me. People were passing by while he carried on like a juvenile. It was embarrassing and humiliating. I left and took a walk outside. If I had been in full control of myself, that would have been the day I'd have written a resignation. I don't need to work under such conditions. I do have rights as an employee and a human being. I was too angry at that point to make a clear-headed decision, though. After the weekend, perhaps I will be able to be more objective. My options are many.

"My week's learnings are many.

"1. Freedom to decide is enhanced by financial independence.

"2. I am an important part of the staff.

"3. Give your full attention when sharing information, interviewing, being interviewed, or meeting with others. Eliminate distractions (i.e., loud music, telephone calls, interruptions, tending to paperwork).

"4. Remain objective when someone is sharing their feelings with you, even when those feelings involve you. Be supportive. Show concern.

"5. Practice good management skills when dealing with your staff. Don't be defensive. Be honest.

"6. Confrontations should be conducted out of the earshot of others.

"7. Arizona is a truly beautiful place worthy of indepth perusal.

"8. Sometimes it is lonely at the top.

"9. Persistence, faith in yourself, and tenacity will bring you to your goal.

"10. Staff meetings should not be held on Friday afternoon when staff is tired."

... FOR MANAGEMENT AND DEVELOPMENT INSIGHTS

Having a week-to-week record of insights and ideas gives a sourcebook for program planning, administrative revisions, and possible career changes or development. Prokoff has led the way in using the journal technique for deepening self understanding, and our individual relations to our organization, colleagues, and the values of society. Many businesses might save a great deal of expense in psychological counseling, with the effective

use of the journal. Persons must be approached wisely to start and then be made secure enough to share parts of it with others.

... AS A TOOL FOR PERSONAL PLANNING

It is an old truism that we know where we are going, when we know where we have *been*. What better way to know where we have been than to keep an account of our observations, readings, discussions, insights, frustrations, hopes and dreams, and our project ideas. The journal is a systematic way of keeping a record of successes and failures, short and long range plans, and self-examination. This can prove profitable to the individual as well as the organization with which he or she is associated. What better use of time? And Alan Lakein would put this as *A* priority, I would wager.

A journal is *fun*, after you get into the habit! And don't be afraid to start. Your first attempt may be like our capable woman said, "This first entry in my journal is awkward for me, mostly because so much has occurred that is relevant in my life but cannot be told." Happy journaling! — *By Roger W. Axford, associate professor, Department of Higher and Adult Education, Arizona State University, Tempe.*

New GE Training Center

Schenectady, N.Y. — General Electric Company took the wraps off a multi-million dollar technical training center where it expects to annually train some 3,000 craftsmen in sophisticated new repair and maintenance techniques.

A far cry from the little red schoolhouse of yesteryear, or even modern vocational training facilities, the GE center is filled with a wealth of modern tools and machines for use in training cadre from the firm's 195 industrial service facilities in 19 countries.

Among the not-for-journeymen courses to be offered are training in sub-arc welding, spray application of super-hard metallic coatings to mechanical parts, servicing of solid-state data communications equipment, computerized failure analysis of hoists and cranes, use of infrared and thermographic sensors to detect hot spots in equipment and buildings, and safe handling of radioactive control systems from nuclear reactors.

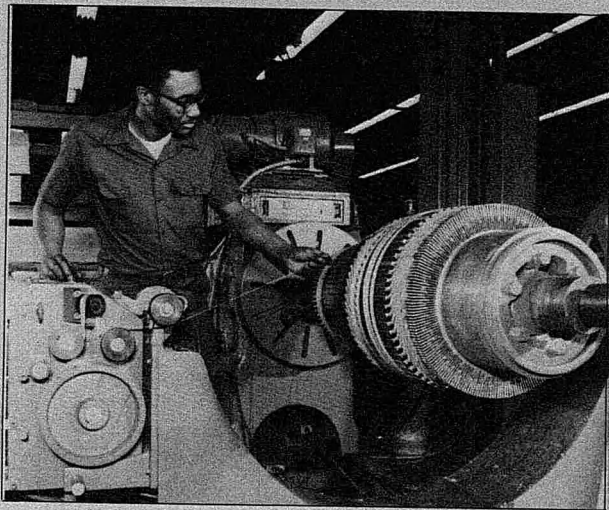
Bruce Roberts, vice president and general manager of the company's Apparatus Service Division (ASD), which operates the center, said the facility represents "a major stake by GE in the future of the industrial service business, and a commitment to meeting the expanding manpower demands of this multi-billion dollar market."

ASD has more than 4 million square feet of shops, with more than 12,000 employees, serving industrialized areas around the world.

To keep pace with the need for service personnel competent in new solid-state and materials technologies, and the demand for improved productivity from existing equipment, GE expects that by 1983 it will have to train nearly 6,000 craftsmen annually. About one-half of those will receive advanced training at the Schenectady center with the balance receiving on-the-job and entry-level training in the field.

Over the last 10 years, ASD's centralized and field training programs have graduated more than 25,000 technicians.

Once dedicated almost exclusively to repairing electric motors and rebuilding turbines and generators for



Factory-approved GE services are taught to service technicians at the new Apparatus Service Division training center in Schenectady, N.Y. Here, a skilled craftsman rebands a motor armature with polyester glass tape.

electric utilities, ASD has broadened the scope of its service tremendously in recent years. The training emphasis in each of these areas is as follows:

Motor and Generator: motor repair qualification, continuity phase winding, and commutator rebuilding.

Power Generation: repair of gas and steam turbine components.

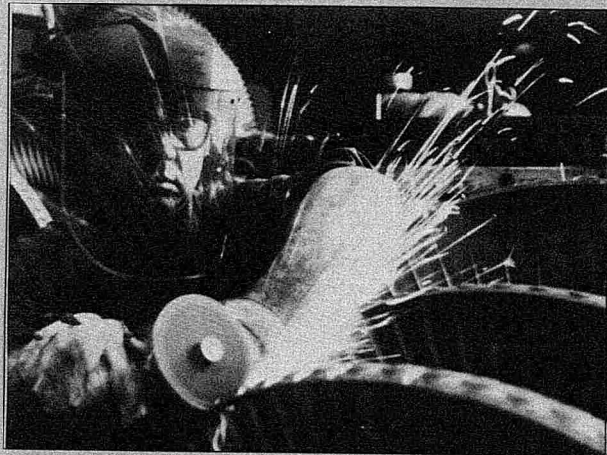
Power Delivery: switchgear and transformers including solid-state control retrofit for substations, and re-winding of the world's largest power transformers.

Transportation: locomotive rebuilds, transit car service, and motorized wheel repair for off-highway vehicles.

Mechanical Equipment: on-site machining, mining equipment service, nondestructive testing, welding, flamespray, pump and compressor rebuilding.

Instrumentation and Communication Equipment: entry level technical training, new product maintenance training, advanced troubleshooting and diagnostic service, and microprocessor technology/software training.

For additional information contact A.D. Johnson, Industrial News Bureau, 80 Wolf Road, Suite 500, Albany, N.Y. 12205.



Sparks fly as this GE employee meticulously grinds the blades of a steam turbine bucket. The activity is part of the training provided to employees of GE's Apparatus Service Division at its new service training center.

An Innovative Approach To Clerical Development

A new clerical development program was introduced at a manufacturing facility. The purpose was to create an in-house training program capable of preparing employees for clerical positions. The program consists of the following phases:

Phase 1 — Orienting the production employee to a clerical career.

Phase 2 — Refreshing and improving verbal and written skills.

Phase 3 — Skill development such as shorthand, office machines, etc.

Phase 4 — Clerical responsibilities such as filing, office procedures, etc.

These clerical classes are held at the plant facility twice a week and vary from 10 to 15 weeks in duration. Both morning and evening classes are offered so that employees on all shifts may take advantage of the training during their off hours. Class attendance has varied between 20 and 50 employees per class. The courses are taught by contracted instructors from the local colleges.

In addition, they experimented with using employees to fill-in on temporary clerical assignments in order to apply skills learned in class as well as prepare them for future job opportunities in the clerical field. This also reduced the need for using outside temporary agencies.

Interested employees sign up for the clerical pool by completing a clerical skill assessment form where they list their skills, education and experience. All applications are reviewed by the human resources department and employees are placed in their proper skill category (file clerk, clerk typist, and secretary). Applicants are asked to demonstrate such skills as typewriting, filing, and mathematics.

Employees are assigned jobs on the basis of skills, participation in outside and/or in-house training programs, and seniority. Participants are rotated to ensure all candidates receive approximately the same amount of hours. Employees with relatives in the plant are excluded from working in job assignments in finance and personnel due to the confidential nature of the work.

A record of all hours worked by employees in temporary clerical assignments is kept by the human resources department. Employees' work performance is evaluated by the requesting supervisor and a record kept in their personnel file.

Employees did very well in these fill-in positions. What was lacking in clerical skills was easily overcome by enthusiasm and company product knowledge. Besides boosting morale, employees interested in clerical positions are now motivated to take courses offered in-house as well as at the local high schools and community colleges.

The philosophy has been to promote from within whenever possible. During the last year, the majority of clerical vacancies have been filled by employees within the plant. Several clerical pool participants have been promoted to permanent clerical positions. This further reinforces management's policy to offer training and pro-

motional opportunities to the employees.

The employees view the clerical development program as an added benefit and challenge. The program has proved to be very successful, especially from an employee relations standpoint. — *For more information contact Susan Ray, Organization and Employee Development Manager, Becton Dickinson Labware, Oxnard, CA.*

Declining Productivity: The Other Energy Crisis

The downward trend in productivity constitutes a second crisis for America, according to William K. Zinke, president of Human Resource Services, Inc., the New York-based management consulting firm.

In a speech delivered at the national convention of the American Society for Personnel Administration, in Salt Lake City, Zinke said that "Human resources professionals can and should act to conserve the enormous amount of human energy that is wasted each year.

"A declining productivity rate, like the increasing cost of oil, plays havoc with our economy," he stated. "Both employers and employees must recognize that improving the quality of work life is a necessity rather than a nicety, a fundamental, rather than the latest fad."

Employers must understand what workers consider important to an improved work environment. To tap the core energy supply of people in any organization, Zinke pointed to several factors identified by leading corporate human resources executives in a questionnaire recently distributed by his firm. They include: participation in decision-making, maximum use of skills and abilities, opportunity for training and development, performance feedback, being treated with respect, and freedom to express opinions and feelings openly.

Concerns of workers must be taken seriously, in view of recent changes in the attitudes of the American work force. "There is no longer a single work ethic, which made management of workers a much easier process, but rather a multiplicity of work ethics.

"Success in the 1980s means more than a well-paying job, especially to younger workers," he said. "It means a satisfying job and a good life, including enjoyment of leisure activities and whatever fulfillment represents to the individual."

Quality of work life programs can increase productivity, but only if top management demonstrates commitment to them and communicates that commitment all the way down to the first-line supervisor. In addition, workers must perceive that such programs represent a continuing effort by management to address their specific needs and interests, as well as to boost productivity.

Zinke told his audience that human resources professionals should play a catalytic role in the development and implementation of such programs, and observed that management will be depending more and more on their expertise as the need to increase productivity becomes more critical.

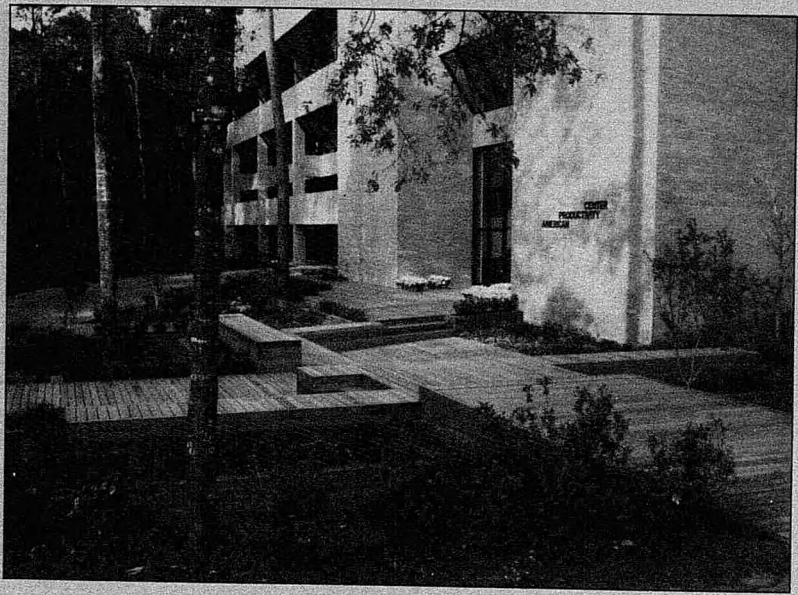
Results of a survey, conducted by Opinion Research Corporation among Fortune 1000 companies, indicated that HR professionals should be good communicators and good managers with pro-active style, creativity, initiative and leadership ability.

For more information contact Linda Segal, Dudley, Anderson and Yutzy, 40 West 57th Street, New York, N.Y. 10019.



The American Productivity Center— "Tending to Productivity Levels"

Situated along the banks of Buffalo Bayou in Houston, TX., the Center's heavily wooded setting allows trainers to think, produce and effectively present their ideas in relaxed surroundings.



In an effort to practice what it teaches, the American Productivity Center in Houston has not overlooked the need to tend to its own productivity levels. In doing so, it has created a highly productive total environment seemingly planned specifically with the trainer of today and tomorrow in mind.

If the Center's design particularly fills the needs of the trainer, it is not by accident, because that, in essence, is the role the Center has carved out for itself. It acts as a catalyst among business, labor and governmental organizations to create awareness of the productivity problem, then helps establish programs within individual organizations to improve productivity at the grass roots level.

Situated along the banks of Buffalo Bayou on the western edge of Houston's Memorial Park, the Center's heavily wooded setting buffers the staff and associates from the bustling Magic Circle distractions. The total product, then—secluded setting, towering trees, meandering bayou, imaginative design, technologically advanced equipment—allows trainers to think, develop, produce and effectively present their information to learners.

The focal point for training activities is the semi-circular amphitheater, located just off the atrium lobby. Its strategically angled walls and advanced acoustical materials control the direction in which sound bounces, eliminating the waffling effect that is common in most hotel conference and meeting rooms. Even without the balanced sound system and voice-actuated speakers at each chair, speakers and participants can be heard clearly from anywhere in the room.

Satellite communications designed into the building allow teleconferencing, while closed-circuit television facilities allow the Center to broadcast programs and information to the adjacent inn, or its Conference Center, or to the world via satellite.

Virtually all of the state of the art audio-visual aids available are being installed in the Center's facility. This includes a color graphics device that allows a trainer to computer-design a chart or graph on a television screen, display it in a variety of formats (bar chart, pie graph, etc.), select the most appropriate one, hit a button and receive a slide. The slide can be inserted in the multi-projector rear screen capability servicing the facility.

Permanently installed color video tape cameras, in-

dividual specially designed "fatigue resistant" Herman Miller furniture, overhead projection coupled through the rear screen, electrically adjustable podiums and a large clock on the rear wall controlled by the speaker are among the features available to the trainer.

Perhaps most noticeable in this day of solar screens and mirrored glass are the clear windows in each of the two office floors of the four-story building. The windows are tilted outward at 43 degrees, much like an airport control tower.

The inclined glass reflects sound upward to a special ceiling material that absorbs up to 90 percent of the noise reaching it. The angle also allows for a more direct view of the surrounding grounds and bayou by eliminating the need for window coverings.

Displayed in the lobby is a 40-foot, spiral stack of paper. Next to it is a ½-inch thick stack of microfiche which can contain an equal volume of information. Nearby is a chip used in IBM's bubble memory, so small that it must be displayed in a block of lucite to be noticed; yet it can store information equivalent to the microfiche and the paper stack.

A fiber-optics exhibit presents a hologram and displays the fibers—1/50,000th the size of standard communications wire—being used in communications today.

Conspicuous by its absence is the central service core that exists in most buildings. Elevators, stairs, restrooms and storage closets were moved to the exterior walls to help insure the success of the open-office concept.

The ever-shifting office work station configuration is accommodated by flat wiring borrowed from the space program, adding a new acoustical ceiling material and developing itinerant electrical, communications and air conditioning techniques.

Electrical wiring and communications conductors are installed under removable carpet tiles. Telephones and electrical outlets, therefore, may be placed precisely where they are needed and moved as often as necessary. Similar flexibility exists with overhead lighting and air conditioning outlets. Both can be moved within a 10 foot radius in order to be properly positioned over each work area.

See Page Four for an interview with C. Jackson Grayson, chairman of the American Productivity Center.

Personnel's Growing Prestige

No profession this century has the potential that the personnel field has for reaching a high status. And personnel professionals getting in on the ground floor have got to prepare for the future, according to Reynolds Aluminum Vice President Fred R. Edney, a lawyer and Director of Corporate Administration and Personnel.

In his article entitled "The greening of the profession," which appears in the July 1980 issue of *Personnel Administrator*, Edney cites the dramatic growth patterns which currently are building an expanded foundation for the personnel field. Despite the current recessionary trends, thousands of corporations are planning to double the size of their workforce in the next 10 years and therefore are eager to have the right people in the right jobs at the right time and in the large numbers the modern corporation requires. So, naturally, such companies are increasing their reliance on the once lowly personnel department, Edney said.

The future holds great challenges for human resource planners. As the sophistication of personnel grows, so does the number of problems associated with that growth. Such problems as continued governmental regulations, pay compression, employee privacy, inflation, declining productivity and the precarious energy situation are all factors which impact on the personnel function, he pointed out.

Edney stressed the need for personnel people to communicate the important role business plays in this country's growth and how a positive outlook to the future builds optimism not only for their company but for the nation as a whole. With a positive and dynamic view to the future, personnel professionals can tackle tomorrow's problems and challenges and come out winners.

For further information contact Margaret Nemeo, 30 Park Drive, Berea, OH 44017.

Presidents Unnerved By Subordinate Slip-Ups

The most anxiety producing problem faced by company presidents in American business today is failure by subordinates to carry out responsibilities — followed by failure to get critical information, and firing someone.

These are some of the findings of a just completed study, aimed at a cross section of 60 presidents of Fortune's top 1,000 companies by The Atlanta Consulting Group, Inc., a management development firm headquartered in Atlanta, Ga.

A total of 55 presidents, or 92 percent included "failure by subordinates to accept or carry out responsibilities" as one of the three most anxiety producing situations. Forty-seven of the presidents, or 78 percent, included "failure to get critical information" in this top three group, and 48 percent checked off "firing someone."

In their answers to nine questions concerning the skills required to do their jobs effectively, the 60 surveyed presidents revealed — as most of us probably already suspected — that the job of company president today is highly conducive to stress and anxiety. Over eighty-five percent pointed out, however, that little or no training for senior level managers in their companies is provided in such anxiety related areas as the ability to con-

structively deal with anger, constructive confrontation skills or conflict resolution skills.

Hyler Bracey, president of The Atlanta Consulting Group, noted the obvious contradiction: "These are the very skills that are needed to cope with the situations company presidents indicated produced the most stress."

The presidents also identified the skills they think will be most vital to the success of upper level managers in the 1980s. Heading the list are leadership skills, analytical problem-solving, listening skills, and interpersonal communications skills.

More than half of the presidents said that they have undertaken at least moderate formal training in such areas as analytical problem solving, leadership skills, and interpersonal communications. In addition, the majority said that their companies offer training in these areas and encourage managers to take such training, or strongly urge it, with a few — less than 15 percent — saying they actually require it for their senior people.

For more information contact Ron Conarroe, Walden Public Relations, 246 Post Road East, Westport, CT 06880.

How Your Employees Perceive You

You are considered an effective, highly motivated and very successful supervisor if your employees say that you:

- Are easy to talk to, even under pressure.
- Try to see merit in their ideas, even if the ideas presented conflict with your own.
- Try to help them understand their jobs, objectives of the company and the publication(s) for which they work.
- Give them all the information they want.
- Have consistently high ideals, high standards, high expectations of performance.
- Are technically skilled at your job.
- Try to encourage people to reach out in new directions.
- Take mistakes and failures in stride, learning from them so as to avoid repeating them.
- Give credit and acknowledgement for superior performance.

You are considered somewhat less of a leader if your employees say that you:

- Cannot be readily and easily approached with a problem.
- Tend to assume that your own ideas are best.
- Let people figure out most things for themselves.
- Provide limited information — only what you think they need.
- Have changeable expectations of performance.
- Try to protect your people against taking big risks.
- Are not particularly skilled in the technical aspects of your own job.
- Allow little room for mistakes (especially, those mistakes that are potentially embarrassing to you personally).
- Don't take much interest in your staff except when something goes wrong.
- Wait for things to go wrong, then try primarily to find out who's responsible for the error or failure.

For more information, contact Bernard Weiss, Suite 2-A, 833 Summer Street, Stamford, CT 06901.