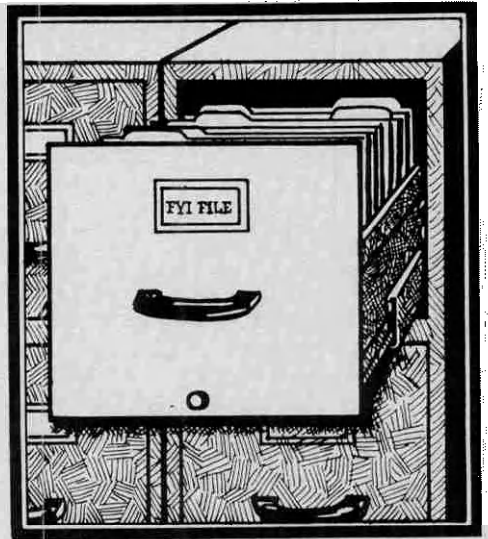


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Dilemma of Management Leadership

In a recent two-day workshop at Scripps Memorial Hospital in San Diego, CA, the process of trauma in the transition to leadership, supervisory or management roles, was explored. Entitled "Easing the Trauma of Transition: Managing Your Upward Move," the program zeroed in on a problem common to corporations, as well as to the nursing profession and health-care industry.

According to Lorrie McGrath, a management consultant to industry and health-care delivery systems, there is a definite process of trauma that takes place, based on "half-truths" told in selling a new position, "selective listening" on the part of the person being promoted and the "awful truth" that is discovered once the honeymoon is over.

Here is the scenario: a corporation seeks to promote a member of its staff to a supervisory or middle-management position. A "pseudo-courtship" process begins, a "wooing" filled with flattery and promises. However, the painful realities of the new job soon set in and the employee in the higher position suddenly finds himself ill-equipped and unprepared to handle that reality.

"Many people find this experience so traumatic that they drown in the system," McGrath said. "This is not only a personal loss, but an organizational loss as well."

When approached by McGrath with the concept of this innovative workshop, Scripps Continuing Education Coordinator Vicki Nenner, R.N., was eager to assist in the program's development. "I think that Scripps acknowledged the trauma that is always present in moving up to a supervisory role. By meeting the needs of their nursing staff during this critical transition period, they recognized that providing support to meet the personal needs of their nursing staff will ultimately affect the quality of patient care services," McGrath said.

ABOUT THE CONCEPT

"Easing the Trauma of Transition: Managing Your Upward Movement" focused on the problems of people new to supervisory roles. At Scripps Memorial, a hand-picked group of 21 nurses were chosen to participate in this pilot project.

In the Scripps workshop, the reality of change as it relates to promotion was defined. According to McGrath,

transition poses problems for the hospital and nursing staff alike. All too often, the employee is "wooned" by her superiors and comes to the new position with false expectations and, as she puts it, "untested assumptions."

"This is due to selective listening," McGrath pointed out. "All of us, from time to time, hear only what we want to hear. Later, in their new jobs, employees wake up to the stark realities and say, 'Oh, God, this is what it is.' They are unprepared for what they have all described as an 'unbelievable sense of aloneness'."

In the workshop, the Scripps Memorial employees were shown how to assess their own behavioral styles and motivation. They clearly identified their strengths and were able to see themselves in a different, more positive way.

"In skill sessions that followed, participants tested ways in which they could be assertive and self-confident in their new positions, without negative results," McGrath said. "We led them to ask very basic questions: How do I view myself in this new job? Why was I chosen? What are my strengths and weaknesses? What do I have to offer and what, in turn, do I expect to gain from this promotion?"

THE NEXT STEP

The intensive two-day seminar will be followed up in three weeks by personnel "focusing" sessions on an individual basis. The nurses will talk about themselves in relation to any changes that have occurred as a result of their participation in the workshop.

In the aftermath of the workshop, Esther Hawk, R.N., vice president of Patient Services, is exploring the possibilities of having a similar program for other nursing supervisors. It is her feeling that "much of the trauma that seems to exist may be minimized by involving this next level of nursing management in the process."

According to McGrath, the workshop idea came about after she had talked with several friends who were becoming "casualties" of the very system which was seeking to move them up the corporate ladder. "These were all very charismatic people who became involved in this seductive trap and were unable to find their way out," she explained. "Since they could not translate charisma into managerial skills, they were inevitably asked to step down from the new positions, resulting in the 'stigma of failure' that so often surrounds an episode like this."

Obviously, this kind of experience is not cost-effective

for the organizations involved. "From the viewpoint of the administration, time, effort and money have been wasted," she said. "Here is a person you think enough of to promote within the organization, but if the process becomes too grim, there is no built-in method for changing circumstances pleasantly. Hence, people lose so much face that they find it necessary to leave the organization and you lose a person you once thought valuable enough to promote."

It is her contention that if management can become aware of ways to ease the trauma of promotion, a great number of employees could be saved — thereby cutting unnecessary costs and even increasing overall productivity, as well as morale.

Lifelong Learning, Adaptability to Change

Lifelong learning and the ability to adapt personally and professionally to constant, fast-paced change are the keys to a successful career in the 1980s, according to Michele J. Hughes, partner of Ward Howell International, Inc., one of the nation's leading executive search firms.

In the keynote address to a group of nearly 100 high school students participating in the fifth annual Youth in Business Day, Ms. Hughes said: "The world changes at such a dizzying pace that only one thing is clear — no education will last you a lifetime. The only sure thing is change.

"Schools no longer have a monopoly on education, nor do businesses tend strictly to monopoly," she went on. "Employers are increasingly involved in education, conducting on-the-job training for employees, workshops for professionals and think tanks for executives. Lifelong learning is the new thing and you will be part of it.

Pointing to the need for better resource management to increase productivity, Ms. Hughes maintained that career opportunities have never been greater. "The U.S. is rapidly shifting from a mass industrial society to an information society," she said. "The impact will be as great or greater than the shift during the last century from an agricultural to an industrial society."

In addition to a continuing need for technical experts, Ms. Hughes sees an increasing need for people with a sound, well-rounded education. "Business is concerned with the fact that they are getting people less and less prepared to handle the necessary skills of reading, writing and arithmetic. We must get back to basics," she said.

Some of the industries in which Ms. Hughes sees new opportunities arising are: high technology, particularly electronic communications, fiber optics, microprocessors and genetic engineering; the health and nutrition fields; and leisure time activities and products.

But, Ms. Hughes cautioned, "These are rapidly changing times and career possibilities that exist today may be obsolete or in less demand tomorrow, only to be replaced by new ones which we haven't even imagined yet."

The Youth in Business Day is jointly sponsored by the San Francisco Junior Chamber of Commerce and the San Francisco Junior Association of Commerce and Industry, in cooperation with more than 40 Bay Area businesses.

Cutbacks Are Crippling To Training Programs

Cutbacks in CETA funds (Comprehensive Employment Training Acts) which are under consideration by the Senate as a result of President Reagan's recommendations on budget cuts will have effects on community based organizations ranging from profound to crippling, according to Jim Moore, CETA administrator, City of Phoenix.

"Because of the limited funding, executive officers of programs like OIC (Opportunities Industrialization Centers) will be locked in a fierce competition for funds to keep their programs going," said Moore, while at the 17th annual national convocation of OIC, a non-profit, nationwide network of employment training programs for the disadvantaged.

OIC is one of the many training and employment programs which use CETA funds to operate.

"I know of at least one OIC in New Orleans which is in danger of closing," Moore added. "The Phoenix OIC gets 80 to 90 percent of all its funds from the Department of Labor, of which CETA funds are a large part," he added.

Moore pointed out the fallacies of the arguments used to support the Reagan economic program. The Administration has been critical of CETA training programs, alleging that they have failed to decrease the unemployment rate.

"What many don't realize is that most of those trained through CETA programs are not and have never been included in the unemployment figures. Those figures are a tally of skilled workers who have lost their jobs and go to the unemployment offices to register. The people who CETA helps are unskilled people who have not been inside the doors of unemployment offices.

"So when critics of the CETA programs claim that they have not had an effect on the unemployment rate, it's totally irrelevant. It's like firing the police force because they haven't been able to eliminate crime."

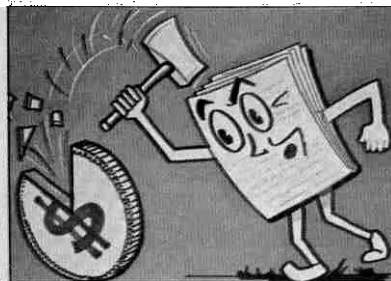
Another misconception that Moore pointed out is the philosophy of "supply side economics" which are being applied in the current proposed budget cuts.

"Even Wall Street agrees that there is no economic evidence to support the premise that balancing the budget and putting money back into the pockets of the rich will generate jobs for the poor," Moore said.

"However, there are indications that if you spend money on the people who are unemployed and train them for jobs, you can reduce inflation and unemployment."

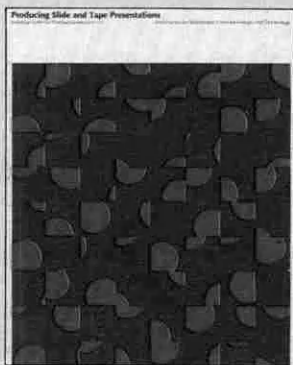
Moore explained that the defense spending which Reagan is upgrading, will not contribute to the Gross National Product as well as programs that put people back to work.

"What you are doing is pouring money into the pockets of those who are already highly skilled, which will increase wages in those industries. That is inflationary. What we really need is to buy bread and butter, not bombs."



"Producing Slide and Tape Presentations"

To many readers, educational technology today is nearly synonymous with what has been labeled as "high technology" — satellite broadcasting, television by cable and broadcast, microcomputers, and direct instructional applications of automated data bases. The organizing of information into purposive messages, however, is at the heart of the development of a technology of instruction, and a general educational technology. The vast array of communications tools at our disposal to accomplish this job always impresses.



This latest in the series of books of readings from *Audiovisual Instruction* magazine has to do with what many of us in this professional field have come to regard as basic or conventional communications media-slide tape presentations. The growth of photography as a general activity among the citizens of this country has been phenomenal. Nearly every elementary child has been exposed to the 35mm slide. It is probably one of the most easily used, technically and operationally, media that we have in our inventory.

This book of readings is dedicated to serving as a reference and book of ideas on the use of slides in combination with audiocassettes for presentation design. Included here are some basic tips on putting together a presentation, techniques for improving the visual images, how to make title slides, a section on equipment, and examples of use in operational situations. The book of readings concludes with some notions that are labeled as innovative ideas, but I suspect that there are ideas throughout the articles in the book which the interested reader will find useful.

It is our hope that these basic ideas on visual presentation will move the field forward.

For additional information contact Publication Department, A.E.C.T., 1126 16th St. N.W., Washington, DC 20036.

Employees Learn Faster With Computer Instruction

Classroom lectures and guided on-the-job training are taking a back seat at Olin Corp.'s Stamford, CT, headquarters. A computer-based instruction system is being used instead to train the Chemical Group's new hires to process sales orders.

Since using an interactive instructional system (IBM) the time required for customer service representatives to become productive has decreased significantly, say company officials.

"Formerly it took new customer service representatives from three to six months to reach 80 percent efficiency," says Ben Graves, corporate manager of interactive instructional systems. "Now they reach that same level of proficiency in four to five weeks."

Andy Chudy, supervisor, marketing operations for the Chemicals Group, agrees. "The results have been fantastic. The computer-based training system improved our productivity from the moment we started using it."

According to Chudy, orders for the Chemical Group's Specialty, Urethane, Organic, Poly Chem, industrial, consumer and agricultural products are received by phone and processed by customer service representatives at Olin offices in Stamford, Little Rock, Ark., and Orange, Calif. At each of these locations, orders are keyed into video display terminals linked to Olin's computer.

In the past, to teach new customer service representatives the correct way to process sales orders and handle customer inquiries involved four weeks of traditional instruction — a combination of lectures with one-on-one guidance at the computer terminals and on-the-job training.

Today, the new hires are still at the computer terminals, but this time instead of keying orders into the computer, they're using a training system programmed into the computer to learn their new jobs.

"With the computer system we can simulate work activities and give trainees hands-on experience. They learn by doing," says Graves.

Aside from the speed at which employees learn their new jobs, Olin officials are impressed with the training system's economy.

Since it's only a matter of "piggybacking" on existing computing resources "our only cost is for program development and delivery," adds Graves.

"With the cost of delivery so low," says Boris Sichuk, Olin's director of development and training, "participation in the instructional programs can be extended to many more individuals."

And, adds Jane Murphy, manager of interactive instructional systems for the chemicals group, "With this system the instructor's actual teaching time is cut by about 75 percent. This gives us time to develop new courses.

"The old training program," says Ms. Murphy, "was terribly time-consuming."

Olin's computer-assisted training program is designed to present a modular approach to learning new skills. The course proceeds in a "go-at-your-own pace," covering all aspects of the sales order process — taking customer calls, entering orders into the system, correcting data entry errors, and using the system to find out the status of outstanding orders.

"The system allows the learner to move at a pace that is right and comfortable," says Sichuk. "The student also gets immediate feedback on progress. When making correct responses, the computer encourages continuation. When a mistake is made, the computer flags it and prompts review of the instructional content."

Flexibility of scheduling is another advantage, he adds. "Students can use the terminal at a time that is convenient for them and for others in the organization."

Students can access only those courses for which they are registered and for which they have completed the appropriate prerequisites. They cannot access any other courses or data stored in the computer, says Ms. Murphy.

At any time, however, trainees can "page back" through the module to review material. The system also allows qualified students to skip courses or portions of

courses that they may already know, she adds.

The system is designed so that students who feel apprehensive about using a computer are quickly put at ease," says Ms. Murphy.

As students proceed through the course, the system automatically keeps track of their progress. A history file, kept for each student, shows courses taken, number of hours of computer time, and test scores.

"Evaluation of a student's performance is much more objective," Ms. Murphy says, "since we are able to measure actual skills. We know a student's weaknesses and can give extra practice in those areas as well as alert management so that additional help can be given to the individual on the job."

"An advantage of the interactive instruction system is its flexibility," says Graves. "We are still able to include verbal instruction, for example, when we need to impart dynamically changing information, such as pricing policies."

Another benefit, he adds, "is that everyone is learning the same thing. In the past, new employees at remote locations often received little organized training. Now they can plug into the system and get the same instruction that new hires in our headquarters training center receive."

While Olin uses some provided software, such as instruction in programming languages and use of the metric system, the company writes most of its own training programs. The course author is guided by simple, fill-in-the-blanks worksheets, which provide for instructional material, quizzes, simulations, and a variety of question formats — essay, true-false, matching and multiple-choice.

Once the worksheets have been completed, the instructional material is entered into the system and the computer compiles and formats the material and puts it into machine language.

"We can monitor the quality of a course from student responses to questions," Ms. Murphy explains. "If something is wrong, we can fix it immediately. At any time, the student can comment on the material, and the system logs the comment for the instructor's reference. It's much easier for them to talk back to the computer than to an instructor."

One of the newest applications is in the area of industrial hygiene and toxicology where it will be used to teach employees how to fill out industrial hygiene forms that report workers' level of exposure to potentially hazardous materials. From 200 to 300 such forms must be completed every week from information recorded on monitoring devices worn by the workers.

Olin also is considering courses for administrative support functions. The courses will provide standardized procedures for secretarial and clerical workers, including how to use various manuals.

One of the most important benefits that Sichuk identifies from Olin's new way of teaching its employees is its impact on the corporation's future.

"Everything a corporation does begins with the work itself, and the work consists of people using information," he explains. "Computer-assisted instruction is opening up new ways for people to acquire job-related knowledge and skills, and as you increase people's access to job-related information, you become more competitive. It's my belief that companies that jump on this now will establish a competitive advantage — and those who don't will fall behind."



Meetings Industry Forges New Planning Strategies

Your meeting's budget has been reduced by 10 percent since last year, and increased costs demand a substantial attendance growth to stay in the black. Yet, all of your projections point to a slight registration decline, and you're already behind schedule on your meeting site selection. What can you do to save your meeting — and your reputation?

This sad scenario is becoming an occupational hazard for a growing number of meeting planners — victims of inflation. But flexibility and ingenuity could well prove to be their salvation! According to Peter Shure, Editor/Co-Publisher of *Meeting News*, planners who dissect their budgets can find values for every aspect of their meeting!

"Rising airfares, for instance, can be countered by planning group departures," Shure commented. The bottom line reward? Savings as much as 30 percent! Shure explained that some airlines extend discounts to groups as small as 10 people. In most cases, it isn't even necessary to consolidate fare payments on a single check. All that's required is to appoint an "organizer" who is responsible for collecting the individual checks and forwarding them to the airlines.

Very often, discounted airfares coincide with a geographic area's "value-period." This double-edged inflation-fighter enables the planner to take advantage of room rate discounts of up to 50 percent for booking in slower periods. Hotels offer these discounts to maintain high occupancy year 'round. Frequently, staffs aren't reduced during these periods, so service can be excellent. Other factors such as season, temperature, day of week, and transient base can also reduce rates dramatically.

To benefit from these discounts, planners don't have to select a secondary city or hotel — just remain somewhat flexible on the meeting date. And those booking on short notice can take advantage of even greater discounts during value periods.

Other meeting savings can be earned through careful food and beverage planning. Meals should be chosen with an eye toward bargains. While hamburger has become very expensive, prime ribs are currently quite reasonable. Don't serve dessert with luncheon — instead, offer it with a coffee break. Asking the hotel to co-sponsor a welcome party or cocktail hour can save money — particularly during value periods. Here again, flexibility and ingenuity are the keys to success.

Another meeting budget-saver is improved program quality. In today's volatile economy, program content must be really worthwhile, according to Anver Suleiman, president of the Marketing Federation of New York.

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"You can raise your prices for a valuable program and attendance won't decline," Suleiman commented. "But a mediocre program won't last in a time when many organizations are cutting travel and training."

For further information, contact Fanette M. Singer, Promotion Manager, *Meeting World '81*, 1515 Broadway, New York, NY 10036 — 212/869-1300, ext. 367.

Program Shapes Up Benefits and Employees

Company benefit programs, like employees, come in all shapes and sizes. In May, Minnesota Mutual Life, a St. Paul based insurance company, firmed up its benefit package with a 12-week weight control program aimed at helping employees reach the "ideal weight for their life-style," said Margaret O'Donnell, Company training manager and program coordinator.

The program, involving 40 Minnesota Mutual Life employees, is unlike most weight "reducing" programs for several reasons:

- It is Company-sponsored.
- It is more than just counting calories — it's a total life style program.
- It is not for everyone.

Minnesota Mutual Life sponsors and shares the cost of this program which is developed and run by the Candace Jennings Co., a local company offering counseling and programs for healthful living. O'Donnell and the company's medical department coordinated Minnesota Mutual Life's program working with Jennings.

"It's a holistic program," says O'Donnell, "helping employees accept responsibility for their own health and recognizing the interrelationship of weight and lifestyle."

The program's not only for those employees who want to change their weight, but also for employees who are interested in changing their living and eating habits.

Though the program covers a wide variety of topics — nutrition, exercise, self-image, and stress — it's not for everyone. Following announcements in a company publication, and a group meeting, the coordinators held individual interviews to screen prospective participants.

"The employees must be sincere about their goals and mentally ready to participate in the program," says Jane Richmond, company nurse.

Once enrolled, employees learn about weight control through the use of the Calorie Point Diet (each person receives the number of points which will enable them to lose two pounds a week), group discussion and worksheets and cassette tapes on behavior modification techniques.

So far the program is showing tremendous results.

"The program has worked really well for me," says Lynn Pogreba, program participant and supervisor of group new issues and underwriting. "So far I've lost 23 pounds. The best thing about the program is that it teaches you how to lose weight without starving."

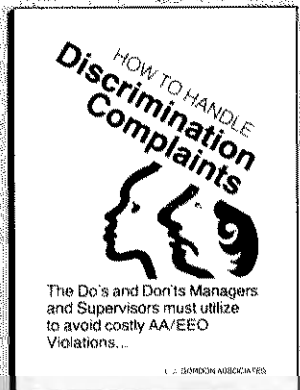


New AA/EEO Guide For Managers, Supervisors

As AA/EEO laws, regulations and court decisions proliferate, it is becoming "very easy" for managers/supervisors to commit "illegal" personnel administration acts in the course of carrying out their day-to-day responsibilities. Today, every employee is a potential litigant, whether the complaint is based on race, color, sex, age, national origin, religion, handicap discrimination, or reverse discrimination.

"How to Handle Discrimination Complaints" shows managers/supervisors how to carry out their day-to-day personnel administration responsibilities, such as interviewing, hiring, job assignments, training and development, performance appraisal, promotion, and discipline, within the letter and spirit of AA/EEO laws and regulations. Specific guidelines are provided on how to prevent discrimination complaints from arising and how to resolve them in the early stages. Guidelines are also provided on how to document and justify managerial/supervisory actions should the complaint go on to higher management or government investigators.

This guide is designed to supplement its companion guide, "The Supervisor's Role in Affirmative Action and Equal Employment Opportunity." For more information, contact L.J. Gordon Associates, P.O. Box 395, Urgana, IL 61801.



Compressing Your A-Vs

Companies with existing libraries of audio-visual orientation and training programs may not breathe new life into that often stolid, lackluster material with the employment of time compression technology.

The process has already been successfully put to use in TV and radio commercial production, and in "tightening" feature films for telecast within specific time limitations without obvious scene cutting. "Research shows that test groups demonstrated greater recall of information played at faster speeds, and that rapid speech may register greater retention with listeners," according to Stuart Rock, president of New York's Integrated Sound Systems, Inc.

The technology may be employed to shorten training cycles and orientation programs, thus reducing costs, increasing effectiveness, etc. Time compression is a remarkable technology which allows audio (and video) to be played back faster than the rate at which it was actually recorded without loss of definition or bandwidth. When the audio is accelerated, the pitch rises in direct proportion to the rate at which the sound was recorded. But utilizing a variable time compressor (pitch corrector) or a time compression service, you can produce a smooth-flowing, tightened structure without any "chipmunk" sound distortion. — For additional information, contact Joe Coencas, Howard Sherman Public Relations, 682 Broadway, New York, NY 10012.