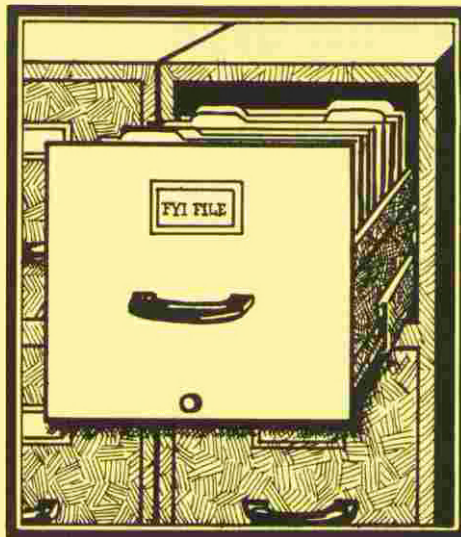


FYI FYI FOR YOUR INFORMATION... FYI



Physical Fitness Programs Putting More Muscle In Corporate Manpower

A movement aimed at keeping corporate executives physically fit is quietly growing within many major companies, reports the July issue of *Management World*, published by the Administrative Management Society, in an article, "Fitness Development Programs: Strengthening The Corporate Body."

According to the author, Richard L. Pyle, a management instructor at the University of Massachusetts, such diverse companies as Chase Manhattan Bank, Kimberly-Clark, Mobil Oil and Western Electric are among the nearly 50,000 firms reported to have fitness programs. And interest is growing reports Pyle — "the President's Council on Physical Fitness and Sports receives some 20 inquiries a day from companies throughout the country."

Corporate interest in fitness has been spurred by the growing ranks of white-collar workers, along with increasing job pressures on management that result in stress and stress-related ills.

Companies are realizing just how serious a problem stress is, and how important it is to keep their management and employees physically fit. Among the many benefits fitness programs can claim, says Pyle, are better functioning of the cardiovascular system, elimination of lower back ailments, and increased productivity and job satisfaction.

So far, the corporate approach to fitness programs has been generally low key because many corporations are offering them only to executives, and are still in the process of evaluating cost effectiveness.

In a typical program, interested executives undergo a medical checkup, exercise stress test, and fitness orientation. From this information, a personal exercise plan is prescribed, aimed at developing the three dimensions of fitness — endurance, flexibility and strength. Generally taking the form of "circuit interval training," the program involves a sequence of exercises, usually including sit-ups, weight lifting, stationary cycling and rowing, and jogging on a treadmill.

In all, the exercise program takes less than an hour to complete. To be most useful, proponents recommend

following the prescribed plan at least three days a week.

From the corporation's standpoint, the program should directly contribute to corporate goals, and, like all other budgeted items, should be cost justifiable, states Pyle. While executives will begin seeing positive results of the program within eight to 12 weeks, Pyle says corporations will need nearly a year before realizing such benefits as reduced absences and improved morale. And, he says, it will take at least three years before a company will be able to positively cost justify a program's effectiveness.

Training the Handicapped Special Report

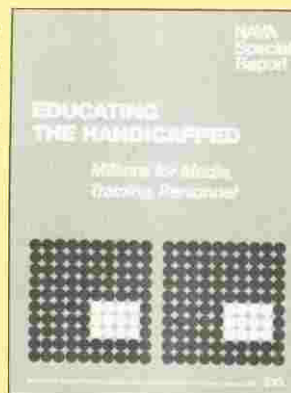
Offering the handicapped an appropriate education in the "least restrictive environment" is proving to be an expensive proposition. But did you know that federal and state funding will produce more than \$6 billion to pay the bill this year?

Just knowing the money is available is only the first step. You need to know where it is, who to see, and how to get it. That's what *Educating The Handicapped: Millions For Media, Training, Personnel*, published by the National Audio-Visual Association (NAVA), is designed to explain.

Contained within the report are results of a survey conducted by NAVA which shows how much money each state has appropriated to educate its handicapped population. The report also contains information on how much money cities and local school districts are spending for materials and equipment to train and teach the handicapped.

Every federal program included in this report has examples of audio-visual use, how to apply for the money, and state contracts for each program.

For additional information on this special report, please contact: National Audio-Visual Association, 3150 Spring Street, Fairfax, VA 22031.



FYI
FILE

Quality Supervision

The activity of employees is primarily generated and stimulated by the response demanded by managers and supervisors. Employees generally produce what they are expected to produce. Only occasionally will an employee produce more than is anticipated.

Throughout my association with the food service industry I have observed various techniques of motivation being applied to subordinates by supervisors to reach this anticipated level. These are generally experienced through a learning process communicated by both parties.

Discovering a process of learning and teaching can, in itself, be a self-motivating factor. This in turn could be evident to the subordinate level of employee.

Subordinates usually possess a skill for getting the supervisor's attention. Some examples of these could be retaliation, insubordination, unorganization and incompleteness of jobs. One can soon notice that negative attention getters usually outweigh the positive. It is my opinion that supervisors must work twice as hard for attention getters than their subordinates. Why? Because it's the supervisor's position to prove their competence, not the employees'. Incompetency is often listed as the subordinate's number one dissatisfying job related factor.

Everyone is an employee. Only a select few employees are supervisors. And good supervisors build good employees. Training an employee to perform satisfactorily can be a rewarding experience for both subordinate and supervisor. The employee begins to feel his own competency and the supervisor realizes standardization of goals. The employee then becomes more comfortable within his position and could accredit this to his association with his supervisor, hereby working toward every supervisor's utopia — teamwork.

One of the keys to employee motivation is quality supervision and this relates to another supervisor's (management) position.

Accepting a position as a supervisor means more than just having the title, the power and the money. It means dedication, study, training, perseverance and self-moti-

vation, just to name a few. Some people are natural for supervision and others must learn through experience. One of the biggest mistakes a manager can make is to promote an unqualified individual to a position of importance. It does not take long for employees to figure out what has happened. Incompetency breeds discontent and discontent causes low productivity.

There are several ways to eliminate this situation. One is to hire qualified individuals to come in and assume the responsibilities. This can be very expensive due to costs increased through ads, placement agencies and possible relocation.

Another way to be ready for that vacated position is to train an individual within your unit. However, no matter how much training an individual receives, unless that person is self-motivated, not much progress will be made.

There are certain basic qualities an individual needs to be an effective supervisor. The most important of all, is the ability to communicate with and understand the needs of people. Frequent meetings, day to day contact, an open-door policy and a continual ongoing in-service program will provide most of the necessary tools for adequate communication.

A supervisor must condition him or herself for establishing goals for good communication among employees. Some ideas are as follows:

Standards: All employees must clearly understand what is expected of them. Updated job descriptions and cleaning schedules, clearly outlining the responsibilities of each position is a very proper and documented process. This can eliminate the "giving orders" way of assigning tasks.

Positive Attitudes: Developing teamwork through listening, caring, asking, smiling, helping and working sets an example everyone can see and hopefully everyone will want to share.

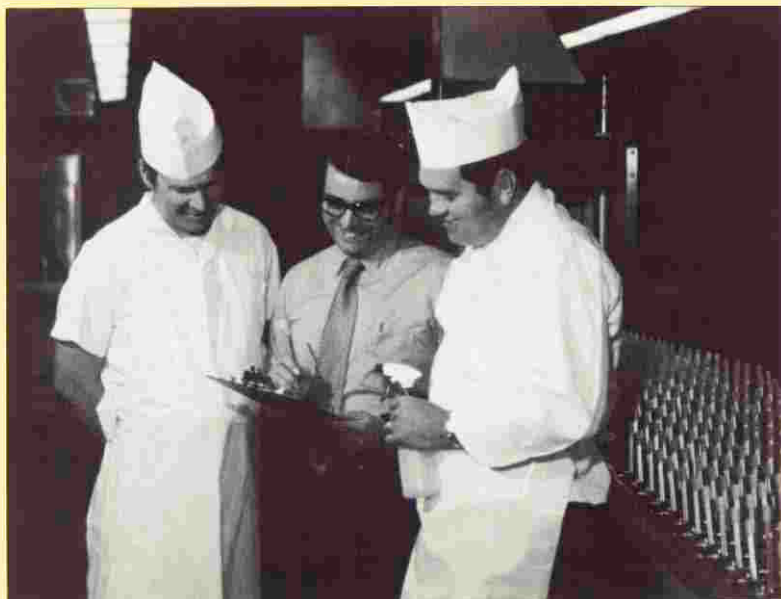
Recognition: Thanking an individual for that little extra important assignment and fair distribution of discipline, can help avoid distrust.

Organization: Plan and follow through on all well organized assignments. A well organized group of individuals can increase productivity and lead you to fulfilling objectives.

Motivation: Various employees are motivated in different ways. A well organized employee participation method is one such way of insuring response. As an example, an ongoing safety program will surely decrease your accident rates. Employee involvement in sanitation inspections will open eyes and audio-visual training devices are attention getters.

Being a supervisor is anything but easy. But it is rewarding, challenging and fulfilling for the right person. As a supervisor you are responsible for the activities of all the employees working for you and they reflect your abilities. Do not forget that you were once an employee. Try to reflect through your advancement and remember what qualities you responded to best in your supervisor.

Empathy is an important part of a good supervisor's personality. Use it well. —
By John W. Dilley, District Manager, Educational Services Division, Marriott Corp.



Frequent meetings, day to day contact, an open door policy and a continual ongoing in-service program will provide most of the necessary tools for adequate communication.

Snares & Delusions Of Productivity

The U.S. productivity problem isn't what it seems to be, according to a controversial analysis in the Summer issue of *Management Practice*.

While there is admittedly a grave issue in the declining rate of U.S. productivity growth, and also in its shortfall compared to other major industrial nations, scholarship and policy making in this area is deceptive. "It is frequently the plaything of politicians and high-level bureaucrats. Sounding the right note of concern about the grave productivity problem is like kissing babies during an election campaign. It helps the image," says this article, entitled "The U.S. Productivity Puzzle: Part One."

Some of the most frequent remedies for the problem are scrutinized and found wanting in this article. For example, the oft-made prescription that productivity can be spurred by boosting business' confidence and through greater freedom from regulation. "If the productivity problem could be cured by such easy remedies as these, the malady would never have become so serious in the first place," *Management Practice* says. The analysis emphasizes the broad areas of ignorance, the many ambiguities in the productivity puzzle, which is, quoting Professor John Kendrick of Georgetown University, "the fulcrum of manifold forces — natural, scientific, technological, economic, social and political."

The article also questions the alleged decline of U.S. innovation as a cause of the productivity slump. "There may not be a tangible innovation problem in the first place; though it's become a favorite topic among after-dinner speakers hustling for tax breaks for business' research and development (R&D) expenses. The high R&D outlays of the Sixties were inflated by the Vietnam War and by the space program boom. What's more, the U.S. research outlays of the Sixties, which are the seed-bed of the products and processes of the Seventies, remained significantly above those of all other industrialized nations."

"Conference Line" — Q&A On Teleconferencing

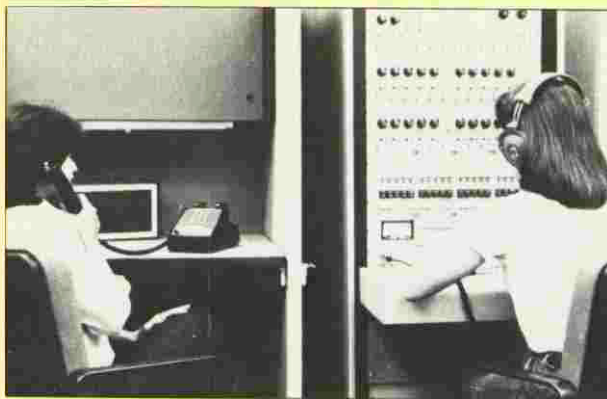
Anyone for a dial-side chat? That's the best way to learn about the ins and outs of telephone conferencing, according to Susan Pereyra, Director of the Darome Connection. Every Friday from 11:30 to noon, Eastern Time, the Darome Connection holds "Conference Line" — an informal meeting on the telephone that features a question and answer session on all aspects of teleconferencing.

Anyone who wants to ask questions or merely listen in on the live, interactive discussion, simply dials 203-797-1330 from any phone. The caller will be linked immediately with Susan and other participants in the meeting.

"Executives can call Conference Line to talk about any aspect of teleconferencing, from business uses to technical questions," Susan Pereyra said. "During these information meetings, they can get technical advice on their own in-house telephone conferencing capabilities.

"Or they can find out about the services of the Darome Connection — which can link as many as 50 different locations together at one time, no matter where they are in the world. And they can learn about other businesses and how they are using telephone conferencing. . . ."

"Callers can stay on line for the entire time, or they can



"Trainers who want to learn how teleconferences can be used for corporate training programs simply dial 203-797-1330 to learn how other businesses are using telephone conferencing in their operations."

hang up when their questions are answered. Their comings and goings do not disrupt the conference. Participating in a conference line session shows them how easy it is to establish a flexible communications network using the Darome Connection services," Susan indicated.

"We can provide our customers with a reliable, inexpensive, interactive communications medium for groups that no other company or service can match," she said.

Darome Connection teleconferences are used for corporate training programs, new product introductions, management briefings, focus groups, intra-company meetings, management updates, press conferences, panel discussions and national sales meetings.

NSSTE Winter Meeting

The future of training in the 80's will be the theme of the Winter Meeting of the National Society of Sales Training Executives to be held in New Orleans, December 9-12.

The program is titled "Human Resource Development — Changing Notes for the 80's." Featured speakers will include Austin Kiplinger and Dr. Max Lerner. Mr. Kiplinger, editor of the *Kiplinger Letters* and publisher of the *Changing Times Magazine*, will make the keynote address, "Business, Selling and Sales Training In The 80's." Dr. Max Lerner, political scientist and author of the text, *America As A civilization*, will cap the meeting with "Direction For Human Resource Development In The 80' — and Beyond."

In addition to these subjects, Dr. Dru Scott will lead discussions on the future of training women and members of protected groups. Psychologist and writer, Dr. Scott Parry, will remind participants of the 11 key reasons why any training program now, or in the future, can succeed or fail. All sessions will be prepared so that participants will be able to take home packaged material for immediate implementation.

The center for all meeting activities will be the New Orleans Marriott. For information and advanced registration for this two and one-half day program, call Mr. Chuck Harper, 305/894-8312 or write NSSTE Headquarters, 1040 Woodcock Road, Orlando, FL 32803.



Dr. Dru Scott

"Centre One" Training Center to Open in Eastlake, Ohio

EASTLAKE, OH — The opening of Centre One, one of America's most complete conference and training centers, has been announced by Kenneth Dettelbach, director. Dettelbach noted that Centre One is one of the most complete conference and training centers built to date under the concept of creating a total environment for communications and education that maximizes the impact of any meeting or training session.

"The right environment," Dettelbach stressed, *"coupled with a professionally trained support staff, can significantly enhance a participant's learning, understanding and commitment."* Centre One's philosophy is designed around the concept that serious meetings and training sessions require active participation, concentrated thinking, and sustained involvement of participants. Hence, there is the need to move away from the active decision-making role of the executive to the more "passive" role of the trainer. The complete change of environment, both physical and psychological, helps bring this about.

Located on Cleveland's East Side in Eastlake, Ohio, Centre One has quick access to Cleveland airports, entertainment and recreation.

CONFERENCE FACILITIES

The conference center has been designed and equipped with the most sophisticated equipment and audio-visual aids available to enhance the learning process. Facilities include:

- *15 classrooms of varying size and configuration:* Classrooms can hold from six up to 240 conferees. All have 120 candlepower lighting and complete facilities for visual-aid display. "Liquid" chalk porcelain boards can also be used as supplementary projection surfaces. Data transmission lines are incorporated into each classroom to facilitate a "hookup" with any computer in the country. Most classrooms have front and/or rear screen A/V projection booths that are designed to double as a private office for the training instructor. Each classroom can be arranged to meet a client's specific needs — from traditional "schoolroom" style to special conference or training requirements. All classroom chairs are of the swivel and tilt type.

- *Complete A/V equipment on premises:* The list of available A/V equipment is extensive: Super 8 and 16mm movie projectors and 35mm slide projectors and associated sound/slide sync recorders for multi-image presentations with dissolve. Other A/V equipment includes 35mm sound filmstrip projectors, and overhead transparency and opaque projectors.

- *Two TV studios/two-channel closed-circuit TV:* Two complete television studios are included in the Centre. One is a full-color broadcast studio. The other is designed for "role play" use. TV camera equipment includes a "mini-cam" to permit on-location advance taping of machinery, equipment, facilities or corporate executive messages. Tied into the two TV studios is a closed-circuit, two-channel capability direct to each classroom and the Centre's 150 hotel rooms. All TV equipment is fully mobile. Video-tape recorders and color TV monitors are available to meet specific training and education needs.

- *600 seat multimedia auditorium features audience response system:* Designed for versatile setup, the auditorium will seat 600 people theatre style. The design includes capability for multifunction programs and/or complete multimedia presentations. A feature of the auditorium is inclusion of a 48-position audience response system that allows an instructor to ask conferees three-option, multiple-choice questions, then instantaneously see a total tabulation of all responses on a display panel.

- *Two videotape libraries:* Two videotape resource libraries offer subject matter including training materials on human resource development, sales training and electronic data processing. The library also serves as a lounge and relaxation area for conferees during breaks in conference and training sessions.

- *Continual coffee and beverage service:* Large 12-foot hallways are located outside each classroom to permit continual coffee and beverage service to conferees. This gives an instructor the flexibility to let conferees get coffee as needed, or break the class as a group. The Centre has three food services and dining areas — conferee dining, a corporate luncheon club and a public lounge/restaurant.

COMPLETE CONFERENCE & TRAINING PLANNING

Centre One's professional staff is available to each client through a unique Conference and Training Planning Department. *"Our goal,"* Dettelbach stressed, *"is to be a total service arm to those corporations utilizing the Centre. Conference and Training Planning has been specifically designed to handle all meeting itinerary phases. This includes coordinating air transportation, private limousine or bus service from the airport; and arranging special outside events such as shows, dinners, golf outings, along with all of a client's in-house arrangements. The department has been structured to ensure each client of total success for each of its meetings. A Conference Centre Coordinator will be assigned to each client during their stay at the Centre for the specific purpose of immediately taking care of any meeting changes or additional needs that might arise."*

For additional information, please contact: Ms. Mary Boylen, Centre One, 35000 Curtis Blvd., Eastlake, OH 44094.



Clerical Employees Relate Job Interests To Skills in Over 100 Jobs

Prudential Insurance Company's mid-America home office (Merrillville, Ind.) has developed a career planning program for its more promising clerical employees. The program is based on a job-family concept that makes the tasks people actually do and the key skills inherent in doing them more comprehensible to employees.

The job-family concept, in turn, is based on a job-analysis summary for every job in the first eight salary levels. A job-analysis summary indicates the individual performance dimensions on which any employee holding down the job will be evaluated. There are 27 specialized job dimensions, such as "effective writing" and "basic calculating proficiency," and on four "universal dimensions," interpersonal relations, work habits, work attitude motivation, and attendance. Out of more than 100 mid-America positions at levels 06, 07 and 08, 75 per cent could be grouped in four job families. The supervisory, technical/verbal, and technical families have five common job dimensions, while the staff job family has six common job dimensions.

The key unit in the program is a career-development workshop open by invitation to employees nominated by their superiors for outstanding performance after two to four years on the payroll. It consists of four 2-hour sessions plus considerable "outside work" by participants. The program builds on Prudential job families rather than using the target job approach common in some other organizations. The advantage, according to George W. Kopf, Jr., director, Personnel Development, is that although a target job may disappear or not open up for a long time, job families remain constant.

During the sessions participants analyze key job duties and skills required for successful performance and listen to a series of audiotaped interviews with present jobholders from various job families. On their own, employees (1) fill out a self-assessment of job interest and abilities, (2) undertake an 86-item personal job analysis survey, and fill out a set of scoring keys for each of the four job families that enables them to relate their interest patterns as shown by the job-analysis survey to each of the job families, (3) maintain a personal career file, (4) undertake a self-development program, and (5) develop an individual-action plan. Line management's role is the continuous one of obtaining information from the employee about his or her career plans that can be utilized in making placement decisions and helping the employee to set career objectives.

A complementary activity open to all Prudential employees who have completed a year's service is attendance at a one-session Career Orientation Program. This program which introduces a concept of self-guided careers includes a self-assessment instrument and the option of conducting fact-seeking interviews — for which a form is provided — with people currently occupying jobs in which they are interested. The program is wholly optional and there's no limit on the number of interviews any individual may conduct. The program is also informal: The employee may talk with friends or friends of friends. Alternatively, he or she may arrange for an interview through his or her superior. The latter route is mandatory if the interview is to be conducted on company time. Because the fact-seeking interviews are optional, some people have used them extensively while others have ignored the opportunity.

What about results? The career-development workshops only began in mid-1978; so far 97 employees have participated. The reactions of participants have been enthusiastic. But measurable results, if any, will have to await long-term indicated impact on turnover, surveys on job satisfaction and morale, statistics on the number of attendants at the career-development workshops who have moved on successfully to more challenging positions, and so on.

As for the future, the current overall program is somewhat restricted by the lack of job-analysis data beyond level 08. Plans are under way to collect the job-analysis data for jobs at higher levels at the earliest possible opportunity. — *Reprinted from The Career Development Bulletin, Spring, 1979.*

Power and Influence Of Career Women

Marshall Loeb, Economics editor of *Time*, predicts that "The most important social development in our nation in the late 1970's and 1980's will be the continuing rise to positions of power and influence by American Women."

That "rise to positions of power and influence" is the subject of *The Quiet Revolution*, a new report from *Time's* Marketing Department. It analyzes the three distinct types of American working women and details the dramatic differences between them . . . differences that are expected to have a profound effect on both marketing and advertising strategies.

The key member of this working woman triumvirate is the professional/managerial or career woman. And the first characteristic that sets her apart from her fellow workers, the clerical/sales woman and the blue collar service worker, is higher education. Some 54 per cent of all career women have graduated from college and the trend is continuing. In a telephone survey, *Time* learned that women represented one-third of this year's freshman class in leading law schools such as Harvard, Yale, Columbia and Stanford. In addition, almost 30 per cent of the 1978-79 freshman classes at leading medical and graduate business schools also were women.

But education isn't the only characteristic that makes the emerging career woman different from other working women. She's also more affluent. Some 40 per cent of all career women have household incomes of \$25,000 or more. In terms of lifestyle, the career woman is more active and involved than her counterparts. She's health conscious and appearance conscious. She travels and engages in a variety of sports and civic activities. And she spends generously on everything from clothes to cosmetics to new cars and large appliances. The career woman also is a heavy user of credit cards.

With current annual earnings at \$115 billion, today's career women represent a target audience with tremendous buying power. However, her active, involved lifestyle has caused her to develop media preferences that differ sharply from those of other working women. This fact has provoked a thoughtful re-examination of traditional strategies among advertisers in their efforts to reach and influence this affluent — but sometimes elusive — career woman.

The Quiet Revolution sheds new and interesting light on today's career woman — and on her buying and media habits. Copies may be obtained from *Time* Marketing Information Center, Time & Life Building, Rockefeller Center, New York, NY 10020, 212/841-2403.