

KEEPING PACE WITH EMPLOYEES SEEKING "SELF-ACTUALIZATION"
IS EMERGING CHALLENGE, WILL BE KEY ISSUE BY YEAR 2000;
ORGANIZATIONS OFFERING STAFF-REDUCTION PACKAGES ALREADY SEE PROBLEM

These are creative, independent, self-sufficient people primarily focused on personal goals & inner values, writes organizational psychologist Marsha Sinetar in March-April The Futurist.

On the pro side, these workers' emotional maturity & intellectual integrity make them valuable employees because of thinking skills, judgment & ability to take responsibility.

Flip side is that they're willing to risk leaving secure jobs & good salaries for personal growth. "Business is only gradually becoming aware that those workers they covet most are the first ones to leave the workplace when things don't suit them." They're also the ones accepting today's incentive packages to reduce middle management or staff numbers.

Self-Actualization Brings
3 Workforce Trends

1. Entrepreneurial skills. "My interviews with actualizing adults show their amazing similarity to entrepreneurs in both working habits & personal characteristics." Both are gifted, creative, desire autonomy & chance to achieve visible results. Success is defined in more than monetary terms. Personal fulfillment, opportunity to make meaningful contributions to self & others, desire for time with family & friends and in leisure pursuits define "success" for these workers.

Only a few workers are interested in "climbing the corporate ladder," according to mgmt prof C. Brooklyn Derr, UUtah. In his book Managing the New Careerists, he identifies 5 career orientations:

1. Getting ahead. Seek rapid advancement to top. Are hard working & reliable. Tend to manage themselves. Need to be informed at the start of promotion potential, helped to expand their definition of "success." Being #2 may be seen as failure.

2. Getting secure. Value security above advancement or challenge. Are loyal & competent. Fear changes. Pay, raises, benefits & tokens such as a reserved parking space or new office furniture will show them their loyalty is valued.

3. Getting free. Desire independence to solve problems their own way. Value autonomy. Offering them contract work or giving them the project, deadline, budget & freedom to get the job done are 2 ways to successfully manage them.

4. Getting high. Value excitement & challenges. Difficult to manage. May be more concerned with the thrill of a challenge than solving a problem. Best as consultants or intrapreneurs.

5. Getting balanced. Give equal priority to non-work life -- family, leisure, self-development. Need a flexible environment. Want job sharing, flextime, home work stations, on-site day care, negotiable use of sick leave.



2. Autonomy is a central work-life value for the actualizer. They want -- and are getting -- flexible schedules, benefits & organizational structures. "In my research, people expressed a tremendous desire to pursue individually meaningful goals even when it meant personal sacrifice of comfort, approval & security. They were unwilling to live up to what others in authority held up as standards of excellence.... The steps & choices of life stem from inner rather than outer drives."

3. Social responsibility. "I found stewardship to be a primary value in the actualizing personality. The individual takes care of others and the greater good along with his own interests."

Management's Responses 1) 29% of US businesses have some form of flextime. 2) 42% of US managers believe their uses of such individual work strategies will increase. 3) QWL groups, communication sessions, wellness or fitness centers, cafeteria-style or individualized benefits, multilevel decisionmaking groups are now encouraged.

4) "Progressive companies now freely experiment with creative compensation packages designed to draw in, retain & motivate the actualized worker. 5) Tandem Computer, for example, provides its employees a sabbatical every 4 years as a way to help them with self-renewal needs.... American business recognizes it can only compete by enlisting the support, creativity & energy of its people."

PRESIDENTIAL CONDUCT ON IRANGATE HELPS PRACTITIONERS 2 WAYS; EVEN GORBACHEV SETS EXAMPLE

Useful case studies, negative & positive, are provided today by those visible role models, elected heads of state. Pres. Reagan offered one of each last week:

Positive: By accepting responsibility and admitting he handled the arms-for-hostages deal badly, he showed the power of honestly admitting a mistake. Reagan helped all of us who have bosses or clients who screw up -- but are afraid to admit it.

The healing ability of saying "I was wrong" or "We didn't handle this properly" has been pointed out by psychologists for a long time. Nixon's "Checkers" speech is a classic example. And compare the results of Johnson & Johnson's willingness to accept responsibility in the Tylenol scare even when it wasn't the bad actor, with Hooker Chemical's unwillingness to speak at all on the subject of Love Canal.

In a recent speech, Gorbachev assured Russians that "democracy is not the opposite of order. It is order of a greater degree, based not on implicit obedience, mindless execution of instructions, but on full-fledged, active participation by all the community in all society's affairs." This is the theme of his "democratization" & "reconstruction" campaigns... and some executives in democracies like Canada & the US still need to read & heed.

Negative. "Spousal management" is a familiar syndrome to practitioners. The boss' spouse has been known to influence everything from the color of the annual report to the promotion list. Nancy Reagan is a prime example, according to news reports. Imagine: she issued a release about the appointment of Howard Baker to be chief of staff. And even consulted the Democrat's strategist Bob Strauss on ousting Don Regan.

CEOs may take advice where they choose. But the public gets concerned when "the power behind the throne" starts standing in front of it & talking to reporters. Substitute "employees" or "management" or "customers" or "shareholders" for reporters -- and the problem becomes clear.

Fascinating. Any pr pro who's had difficulty getting management to use participative techniques can empathize with Soviet leader Gorbachev. His "glasnost" policy seeks to get citizens to take responsibility for running what has heretofore been a keep-your-hands-off society. This recognition that even tightly controlled organizations require morale, teamwork, communication & the other assets public relationships give is a resounding vote of confidence in the basic nature & essentiality of the field.

DON'T OVERLOOK INTEGRITY, PRODUCT QUALITY
AS TOOLS FOR COMPETING WITH FOREIGN MAKERS

Many of the millions of steel bolts that hold America's bridges & skyscrapers together are counterfeit -- made of substandard steel & alloy and mismarked to hide this fact. Manufactured primarily in Asia, these bolts could become dangerously brittle or stretch under certain conditions.

International Fasteners Institute (IFI) capitalized on this discovery when it faced a crisis last year. Foreign markets were selling fasteners cheaper than domestic ones. And many customers thought they were better quality.

IFI's classic campaign 1) sent a detailed news release to the business, trade & consumer press explaining the problem and emphasizing IFI's research & recommendations for corrective action. 2) Capability Guide with design & application info was created for users (& media) as the "definitive source of information on prudent selection & use of fasteners of the type being mismarked," a spokesperson from Haselow & Assocs (Cleveland), who helped plan & implement the program, explained to pr.

3) Press info was sent to IFI members one day prior to release, with cover letter explaining its purpose & a media list. Tips were given to the members on how to respond should they receive calls from the media, users or their suppliers.

4) Overnight copies were sent to key Congressmen & gov't officials, including Dep'ts of Defense & Commerce.

Result: "Despite continued fierce competition from overseas & pricing pressure from large customers, the North American fastener industry has achieved a major reversal in its downward market slide." IFI's director of engineering has fielded hundreds of phone calls from media, gov't officials, end-product manufacturers. Dozens of articles have appeared, including 2 by Jack Anderson in over 200 pub'ns. Publicity has led to investigations into the procurement & inventory practices of gov't agencies. Congressional subcommittees investigated the situation last year; more is expected this year.

EVEN FOR WORLD NUCLEAR TENSIONS,
BUILDING RELATIONSHIPS SEEN AS SOLUTION

Citizen diplomats are becoming a large social movement, believes James Garrison, director of Esalen Institute's Soviet-American Exchange Program. Concerned with the confrontational nature of arms control talks, private citizens are setting up person-to-person links between nations. They are "changing the climate of opinion, helping friendship & trust to grow."

Examples: 1) The Institute for Soviet-American Relations (DC) numbers 232 groups attempting citizen diplomacy. 2) American Center for International Leadership forms links with business, academia, labor, social services & rural development in 15 US communities with Russian counterparts. 3) There are also joint professional speaking & study tours, book swaps, wilderness adventures for youth, global computer network called PeaceNet, satellite-linked "space bridges" (see pr 8/18/86), and 2 mother-daughter-grandmother hikes coming this summer in the Caucasus Mountains.

"Nuclear weapons are compelling us to learn to live with our disappointments in one another," says Garrison. Another way of saying we have to deal with human nature.

THE MAJOR SYMBOLS OF COMMUNICATION
ARE IN THE NEWS MORE & MORE

The day UAL changed its name to Allegis (and, yes, it does sound much better, even good, when you get accustomed to it) business pages also had a story about GE simplifying its logo. Also shortening its name, at least informally. While remaining "General Electric Co." legally, it wants to be just little ol' "GE" to all its friends. Which makes sense because that's what most people call it anyway. Reason: distance itself from "electric" since financial services & technology are now its main businesses.

Curlicues will be removed from its 80-yr-old symbol. Said a spokesman, "We're making it a little more modern." Which raises 2 points. First, until recently, this would emphatically not have been considered news.

Second, why does P&G hang onto its graphically-outdated symbol when it causes problems? The satanism link -- ridiculous but real -- still brings 3,000 calls per month to the company, according to reports. That's reduced from 10,000+, but still....

Is it managerial arrogance: "No one's going to tell us etc etc?" Seems unlikely in the premier marketing-based company. What other reason can there be? Historical significance is one possibility, but there are other ways of handling that.

ITEMS OF INTEREST TO PROFESSIONALS

Women want to be addressed as "Ms." That's the finding in a cross-country survey of top-level female executives in large companies, reports Across The Board. 43% of married execs prefer the title compared to 39% preferring "Mrs." Of singles, 55% prefer "Ms." Heidrick & Struggles did the survey.

An organization's ethics send an even stronger message than the ethical conduct of individuals within the group. A former sr exec of one of the world's largest banks was accused of misapplying almost \$1 billion in bank funds to cover up his embezzlement of more than \$44 million, reports Reuters. But Japan's Mitsubishi Bank does not want the exec prosecuted. "While this case is serious enough...it typifies another serious problem facing business today. When an embezzler is caught, the victim company frequently does not want him prosecuted because to do so raises public & stockholder questions about the corporation's financial controls," says district attorney Ira Reiner. A case of organizational ethics -- public citizenship vs. expedience.