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## Valuing Diversity in Business

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Valuing Diversity in Business

by

Kimberly Nalder

Senior Project

1991

In coordination with

Shari Lewis

## SUMMARY

The purpose of this project was to create, plan, and implement an original instructional module on the topic of valuing diversity in business. My areas of emphasis were gender, sex role issues, and communication.

My responsibilities included: coordination with the instructor in all stages of planning and implementation; researching appropriate learning models for such a course; identifying topics of greatest significance within diversity; preparing and presenting one complete day of instruction; adapting cases and worksheets for both the course introduction and the gender issues/ communication sections; conducting personal interviews with appropriate resource individuals; creating an original group project; arranging for specialists to do guest presentations for the course; and various other necessary work.

The implementation of the project took place during a week long summer credit workshop on "Valuing Diversity" on June 17-21 at Utah State University. This was the first time the course was ever taught. I was involved from the initial planning stages for the workshop, and presented my specific module on Tuesday the 18th.

## PLANNING

The planning stages of this project involved an extensive review of the existing literature on the topic of diversity in general, and specifically gender issues and communication. I initially began by referring to periodicals, journals, films, and books dealing with managing diversity. Many of the most recent publications addressed specific management problems with the increasingly diverse workforce, but relatively few stressed the importance of appreciating and utilizing this diversity.

Next, I met personally with many individuals and offices where diversity issues were dealt with. One particularly useful resource was the Womens Center for Lifelong Learning at USU, which generously granted me access to their private library.

Once I had a solid background on the issues, I began narrowing down the most essential information in the form of articles, handouts, projects, and lectures. I compiled this information into a draft outline based on a five step learning model with the following categories: preassessment, skill learning, analysis, practice, and application. With this in mind, I proceeded to find several appropriate guest lecturers, handouts, and cases. Finally, I was able to solidify the schedule and ultimately present the instructional module.



## EVALUATION

I believe that this project was successful and provided a valuable learning experience for the students and myself. The topic was extremely broad and we covered many essential topics, though countless more could have been explored.

Specifically, the gender communications quiz was thought provoking, yet possibly a bit outdated. The Raymond Case was conceptually sound, but more background information on the characters would have helped the students more thoroughly and seriously evaluate their own opinions. Also, more questions could have been asked of the students, which may have produced more interesting results.

The Sexual Harassment section by Sue Schlessiger was very professional and prompted a great deal of discussion. However, I would hesitate to even use this topic extensively in future courses of this type, because in retrospect, I don't think it really fits the topic of valuing diversity.

More time could and should have been spent on the "assorted topics" such as : gender neutral language, advancement, management styles, mentor relationships, communication, mommy/daddy track, etc. These issues are and will be of extreme importance to future managers.

The group assignment was valuable, I think, because the students were responsible for discovering further information in

their own. Stricter grading procedures (and notification of them) may have provided more incentive to stick to the assignment.

The GLA panel brought about some excellent discussions. I think that though some students were offended by this panel, such a reaction even further reinforces the need for such exposure to alternative groups and ideas. If I were to repeat this course, I would definitely include this section, but possibly discuss more supportive communication and open minded managing beforehand. The students need to understand that in the business world today and in the future, people from all types of backgrounds will be employed. Therefore, managers desperately need to learn tolerance and appreciation if they are to be successful.

In summary, I feel that the workshop went extremely well for a guinea pig course. There are places where improvements could be made, but that is always the case.

This project provided an excellent learning experience for me, and gave me a deeper understanding of the topic. Perhaps more importantly, I learned first hand about the energy and time that goes into teaching. I was surprised to find that though as a consumer (student), instruction is taken for granted, countless hours of effort go into preparing each hour of teaching. This is an important revelation for me as I weigh the options for my future which may or may not include teaching on a University level.

## APPENDIX

1. Schedule for the Tuesday module.
2. Communications Quiz, borrowed from the USU Women's Center.
3. Copy of the Raymond Case, adopted from "Confronting Sex Role Stereotypes: The Janis/Jack Jerome Cases" by Jeffery Gandz and Jane M. Howell, The University of Western Ontario.
4. Assorted topics handouts.
5. Original group exercise.
6. "Guide to Nonsexist Language", The Project on the Status and Education of Women, Association of American Colleges.
7. Exercise - practice translating sexist language into gender neutral language.
8. Experiential Communications Exercises.

Schedule for Tuesday - Gender Diversity/Communication

- 9:00-9:10 Class Opening info.
- 9:10-9:35 Communications Quiz and Discussion
- 9:35-10:25 Raymond Case  
Results  
Discussion
- 10:25-10:40 Break
- 10:40-11:10 Sexual Harrassment by USU Equal Opportunity Office
- 11:10-12:00 Assorted topics  
Gender Neutral Language  
Advancement  
Management Styles  
Mentor Relationships  
Supportive Communication  
Mommy/Daddy Track  
Flextime
- 12:00-1:00 Lunch
- 1:00-2:00 Group Assignment in the Library
- 2:00-2:40 Reports on Group Assignment
- 2:40-3:20 GLA Panel and Discussion
- 3:20-4:00 Experiential Exercise

# COMMUNICATIONS QUIZ

	True	False		True	False
1. Men talk more than women.	<input type="checkbox"/>	<input type="checkbox"/>	12. Female speakers are more animated in their conversational style than are male speakers.	<input type="checkbox"/>	<input type="checkbox"/>
2. Men are more likely to interrupt women than they are to interrupt other men.	<input type="checkbox"/>	<input type="checkbox"/>	13. Women use less personal space than men.	<input type="checkbox"/>	<input type="checkbox"/>
3. There are approximately ten times as many sexual terms for males as for females in the English language.	<input type="checkbox"/>	<input type="checkbox"/>	14. When a male speaks, he is listened to more carefully than a female speaker, even when she makes the identical presentation.	<input type="checkbox"/>	<input type="checkbox"/>
4. During conversations, women spend more time gazing at their partner than men do.	<input type="checkbox"/>	<input type="checkbox"/>	15. In general, women speak in a more tentative style than do men.	<input type="checkbox"/>	<input type="checkbox"/>
5. Nonverbal messages carry more weight than verbal messages.	<input type="checkbox"/>	<input type="checkbox"/>	16. Women are more likely to answer questions that are not addressed to them.	<input type="checkbox"/>	<input type="checkbox"/>
6. Female managers communicate with more emotional openness and drama than male managers.	<input type="checkbox"/>	<input type="checkbox"/>	17. There is widespread sex segregation in schools, and it hinders effective classroom communication.	<input type="checkbox"/>	<input type="checkbox"/>
7. Men not only control the content of conversations, they also work harder in keeping conversations going.	<input type="checkbox"/>	<input type="checkbox"/>	18. Female managers are seen by both male and female subordinates as better communicators than male managers.	<input type="checkbox"/>	<input type="checkbox"/>
8. When people hear generic words such as "mankind" and "he," they respond inclusively, indicating that the terms apply to both sexes.	<input type="checkbox"/>	<input type="checkbox"/>	19. In classroom communications, teachers are more likely to give verbal praise to females than to male students.	<input type="checkbox"/>	<input type="checkbox"/>
9. Women are more likely to touch others than men are.	<input type="checkbox"/>	<input type="checkbox"/>	20. In general, men smile more often than women.	<input type="checkbox"/>	<input type="checkbox"/>
10. In class room communications, male students receive more reprimands and criticism than female students.	<input type="checkbox"/>	<input type="checkbox"/>			
11. Women are more likely than men to disclose information on intimate personal concerns.	<input type="checkbox"/>	<input type="checkbox"/>			

While completing this case tonight, please work on your own without conferring with other class members. This case is to be turned in as you come to class tomorrow morning. Please answer honestly and give the case some serious thought.

### **Raymond Case**

Michelle Raymond is a 38 year old advertising executive with a small firm in Milwaukee. Her current position has little room for advancement. Recently, Michelle was offered a high paying, challenging position with a large firm in Chicago. Michelle is married with two children, and taking the job would involve carrying out a long-distance marriage and family life. In your opinion, what choice should Michelle make?

1. Stay at her current position in Milwaukee.
2. Take the job in Chicago.
3. Stay in Milwaukee and look for another job.
4. Quit her job in Milwaukee.
5. Other option. Explain \_\_\_\_\_

Why did you decide the way you did? What values influenced your decision?

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While completing this case tonight, please work on your own without conferring with other class members. This case is to be turned in as you come to class tomorrow morning. Please answer honestly and give the case some serious thought.

### Raymond Case

Mike Raymond is a 38 year old advertising executive with a small firm in Milwaukee. His current position has little room for advancement. Recently, Mike was offered a high paying, challenging position with a large firm in Chicago. Mike is married with two children, and taking the job would involve carrying out a long-distance marriage and family life. In your opinion, what choice should Mike make?

1. Stay at his current position in Milwaukee.
2. Take the job in Chicago.
3. Stay in Milwaukee and look for another job.
4. Quit his job in Milwaukee.
5. Other option. Explain\_\_\_\_\_

Why did you decide the way you did? What values influenced your decision?

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### Questionnaire

1. Are you Single or Married? \_\_\_\_\_
2. Are you male or female? \_\_\_\_\_
3. Do you have children? If so, how many? \_\_\_\_\_  
A. If you have children, what are their ages? \_\_\_\_\_
4. How old are you? (This information will not be shared with the class) \_\_\_\_\_
5. What type of work do you do? \_\_\_\_\_



# Mentor OR Lover?

When men and women work closely together, it's hardly surprising that love can become an issue. Here's how to manage one of the most personal decisions in any woman's career.

*by Leslie Aldridge Westoff*

**A**mong the relationships that form a career, none has more resonance than the mentor/protégé pairing. For the younger member, the experience is an introduction to the mysteries and subtleties of a new field, producing a deeper understanding of how the job really is done at the higher levels. For the mentor it is a chance to pass on the lore acquired from years of perfecting skills and to bask a bit in the admiration and attention of someone eager to learn those skills.

Because a good mentor relationship is so close, it often contains a kind of mutual fascination. And when the mentor is an older man and the protégé a woman or, as is happening now, the mentor is a woman and the protégé a younger man, that fascination can mimic or deepen into love.

Mentor or lover? How can one manage this relationship intelligently? The obvious response is to keep love out of the office, and as we'll see, it is certainly the safest one, especially if one or both of you are married and if both want to stay with your current job. But there may be a time when you want to make the other choice, and there are ways to do it that will lead to maximum happiness and minimum disruption in each of your careers.

## FROM FANTASY TO RESPECT: THE STAGES OF MENTORING

A look at the dynamics of the mentor-protégé relationship reveals where the possible flash points are. Kathy Kram, PhD, professor of organizational behavior at the Boston University School of Management, studied 18 such pairs in a large northeastern public utility. She found that mentoring goes through four predictable but not always distinct phases. During the 6- to 12-month initiation phase, both people have

fantasies about each other. The younger manager begins to feel supported and respected by an admired senior executive.

As the interpersonal bond strengthens during the cultivation phase of two to five years, counseling and friendship develop. The younger person gives the senior technical and psychological support, while the senior person feels satisfaction at being able to express him- or herself through a new generation. The emotional bond deepens.

During the third phase, separation, the young manager may feel stifled. She wants independence. The separation can be angry, culminating in a fight, and both feel loss and anxiety. He misses having her around. She misses his support.

In the last phase the friendship is redefined. The stress of separation diminishes and gratitude and appreciation increase. If sexual attraction is going to burst forth with intensity, it probably will happen somewhere in the second phase.

## SEARCH FOR THE MODERN MENTOR

Contrary to current myth, mentors were not invented at the time of the gray flannel suit. In Greek legend, Mentor was Odysseus's wise and trusted counselor. In the Middle Ages, every trade guild had its mentors or masters. Mentors in those days were powerful people, points out James Clawson, PhD, professor of organizational behavior at the University of Virginia Darden Graduate School of Business Administration. But such power came with responsibility. Mentors were legally and morally responsible for their apprentices' behavior in the community, the church and with clients—not to mention their actual work.

For better or worse, Clawson admits, we don't have such mentors anymore. Mass media, books, travel and education develop

today's apprentices—who look for mentors not so much to learn as to “move up.”

Lately, men and especially women have been goaded by the popular press into looking for a mentor. Being “adopted” by a senior person, say the corporate experts, is one sure way, perhaps the only sure way, to receive coveted promotions and eventually power. “A mentor is your own personal management consultant, ally, critic and mutual admiration society,” says one article. How could such an “intimate” friend in high places *not* boost your career? An artificial frenzy has been created in lower managerial ranks among women who have not become protégés and are wondering what is wrong with them.

A 1979 Korn/Ferry International study of senior-level executive men from Fortune 500 companies and a 1982 companion study of senior women executives found that while only 16 percent of the men felt that “who you know, not what you know” was still valid, as many as 42 percent of the women believed it was true. The executive-search firm found that women seem to feel the importance of a mentor much more keenly. Among the 300 senior-level female executives from the largest US companies in that 1982 study, 67 percent said they had a male mentor.

Even after a woman finds a mentor the pair always will be subject to push-pull stresses. There is a push to get the relationship working and functioning. On the other hand, mentors may try to pull away from the tensions and complications that go with a close relationship with a protégé of the opposite sex. Obviously, sexual attraction is one such tension.

“There are no statistics,” says Kram, “but from interviews I’ve done, I’d say attraction is quite a common problem.” She points out that since respect and admira-

tion underlie all of these close relationships, "the natural fallout can be sexual attraction, unless there is a very wide age difference." And the woman isn't always cast in the junior role in such duos.

## THE SPECIAL PROBLEMS OF THE WOMAN MENTOR

The phenomenon of woman as mentor has become more common in business as women reach middle management and beyond. Of the women in that Korn/Ferry study, 67 percent said they were mentors to lower-level men, and 78 percent said they were mentors to lower-level women. These are the top women in the top corporations. The national situation is less clear.

Many women have been accused of helping women more than men. On the other hand, some women who have made it are accused of being reluctant to commit to being a mentor because they are so busy fighting to keep what they've got and promoting their own futures, Kram says.

Kram also discovered, however, that some young women find it hard to accept other women as mentors. "The closer women are in age, the more difficult it is for one to see the other as a genuine authority. If it sounds like we're suffering from cultural lag, we are. Most women still choose male doctors. They find it difficult to view other women as experts."

One of the reasons, believes Vienna, Virginia-based consultant Arleen LaBella, is that women have been socialized to see each other as rivals. "Since we were young, most women have been raised to think the best we could do is to land a successful man and that we are in competition with all other women to find that man. From the early years on, other women are not our collaborators but our competitors." However, she believes that as women gain experience in business they will learn that empowering one another empowers themselves.

When a woman is mentor to a younger

man, the situation can be difficult and frightening; says Kram, because there are no stereotypical assumptions and behaviors to rely on. Says one young male executive, "If I'm a male subordinate, and I have a female boss, and she starts trying to coach me, I try to sort out how much of it is sex related and how much of what she does is managerial. In this transitional period, people are going to be wrestling with that."

More cases are appearing on record where female bosses demanded sexual favors from male subordinates. Experts claim that this reveals sexual harassment for the power play it is. "These are things we thought were historically part of the male role," says Clawson. "But women in the same power positions as men are not immune to sexually inappropriate behavior on the job." Hence, men and women in search of mentors must cope with a wider range of behavior than tradition dictates.

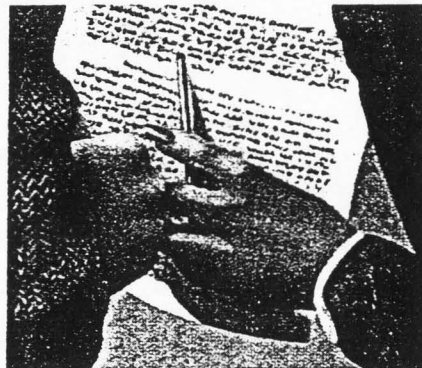
But sexual harassment is not always the issue. Sometimes it's more a matter of mu-

## HOW MENTORS AND PROTÉGÉS CAN MAKE IT WORK

Who knows how much copy has been churned out recounting the woes of Bill Agee and Mary Cunningham, the most notorious mentor-protégé pair (now husband and wife) in the annals of modern business? As everyone has heard, theirs is a classic case of mismanaging a boss-subordinate romance. They made every possible mistake. To make sure you don't, Kram and Clawson have collected the best advice from experienced executives on how to avoid sexual attraction, how to cope if it develops and how to handle suspicious co-workers.

### FOR PROTÉGÉS:

- Find mentors by getting to know people up, down and across the organization. Establish long-term contacts by staying in touch with people you encounter at meetings and on committees that involve potential mentors. Circulate your ideas and results to these people and arrange luncheons and discussions.
- Experts agree that women protégés should be more assertive and self-confident and less automatically deferential to authority so they are seen as people rather than as classic "nice girls." Be sure your assertiveness is informed and intelligent, not brash and pushy.
- If you and your mentor copy father-daughter roles, try not to be stereotypically deferential. Daughters can be aggressive and independent, too.
- Know your values. If you are married, do you want to get sexually involved with



a mentor? Do you want to be unfaithful to your spouse? Be clear about what you will and won't do to avoid predicaments. If attraction exists but you don't want an affair, avoid situations where one of you might make an unwise move.

- Be flexible enough for your mentor's needs. Be dependable, even if it means rescheduling your vacation or a weekend away. Mentors should not expect their protégés to be on 24-hour call, but crises do come up.

### AND FOR MENTORS:

- Assume a parental role if you become attracted to your protégé but want to ward off sexual involvement. Attraction can be temporary, and acting it away will enable you to work together in the meantime.
- Consider the negative impact an office romance could have on the subordinate's career.

- Examine all aspects of the person to see whether the sexual attraction you feel may be superficial.
- Don't discuss family subjects and don't give personal advice, if you want the relationship to be strictly business.
- Take all your subordinates to lunch so no one person seems favored.
- Make your protégé's skills known. Invite senior managers or subordinates to meet with you both on projects you're doing together. This will defuse suspicions if you promote him.
- Distribute copies of your protégé's work and ask for comments.
- Don't promote him until enough time has gone by for most of the staff to be convinced he is worthy.
- Use the same language and tone of voice with your protégé as you do with others. No cute inside jokes to indicate something special is going on.
- Have many contacts in the organization to avoid the suspicion that your relationship with any one of them is sexual.
- Leave your office door open during meetings.
- Include others if you have to meet after hours or during times of extra stress and deadlines.
- Use first names, but not pet names or nicknames.
- Avoid meeting alone after hours, too often or for too long.
- If you really fall in love with your protégé, a new mentor should take over the teaching job.

—L.A.W.

**Why the managerial models that we've learned from men may  
not be the best choices for women managers. Here's important  
advice from a controversial new book.**

# BEYOND

DOES A WOMAN HAVE TO ACT LIKE A MAN TO MAKE IT IN THE corporation? Even in 1989, that's not a dumb question—especially given all the advice career women have gotten about changing their behavior to fit into the masculine, military-model corporate world.

This advice made a certain amount of sense in the 1970s, when women were first beginning to enter management ranks in significant numbers. Women managers were rare—women managers with track records virtually nonexistent. Establishing credibility did necessitate certain changes. Leave behind your feminine conditioning, career-oriented women were told, and adopt the language, the methods—and even the dress—of the men who run the show. It was the era of assertiveness training, talking about end runs and squeeze plays, giving up dresses in favor of the dress-for-success clone suit-with-bow tie. Armed with these tools and the determination to prove that a woman could do the job every bit as well as a man, a whole generation of female managers made their way into corporations across America.

But how well did this advice to adopt the male mode serve those women—and how useful is it today?

Despite the spectacular performance of

**BY SHERRY SUIB COHEN**

a few, women still are not as successful as they could be and deserve to be. Sex discrimination no doubt continues to be part of the problem, but it may not be the only roadblock. We have to recognize that there's something else at work, something that may be keeping women from achieving their full career potential.

Is it possible that some of our problems are even slightly related to the practice of women working as they think males would work? The traditional female upbringing, with its emphasis on nurturing, cooperation and empathy, has given many women a different approach to work and relationships than men have. Not all women are nurturers, of course, but many do bring these values with them into the corporation, only to feel that they don't belong there. Unlike Frank Sinatra, who does it his way, women are doing it "their" way—that is, the male way—and it may be handicapping their careers.

In masking their "noncorporate" feminine values, women pay a painfully high psychological—and perhaps professional—price.

Try working as a neutered person. Try working well and succeeding when everything you've learned about connection, warmth, friendship and empathy must be shed. In a tough world, where women are pulled

# MACHO

**the power of womanly management**



apart by wishes to be themselves and still comply with what the workplace seems to demand, the only logical solution is to be everything that everyone wants you to be. Never mind that men never put such a burden on themselves.

It's not a question of blame. Who can chastise the pioneer feminists for dropping the traditional female values to adopt the male traits? In the early, turbulent days of change, it was necessary. But now it's time for reclamation. Until women stop hiding, defending or in some way contorting their nurturing traits, they will impede their own progress.

Some people don't agree.

Patricia McBroom, co-author of *The Third Sex*, for one. McBroom claims that the reality of today's corporate culture dictates that women will not gain the authority they seek unless they learn to emulate masculine job behavior. She does note that the "typical" corporate female executive in 1982 paid a heavy price for the masquerade. More than half of these typical corporate female executives were unmarried, and almost two-thirds were childless. By comparison, only 4 percent of the male executives were unmarried, and only 3 percent had no children.

The irony is apparent: Women senior executives give up an intimate family life to reach the top. And the men? The men give up nothing. It's time to reclaim our voices and our femininity. Unfortunately, even experts don't seem to recognize this.

### USING OUR OWN STRENGTHS

It might be wise for corporations to consider the study of managerial traits in a new context—the feminine context.

The feminine context combines firm direction with the genuine empowerment of others. It creates organizations that stir people to produce their best work because they feel good about the place where they work and about themselves. The skill to produce these feelings has real business value—as do other elements of the feminine power style.

The ability to manage change, for example. Robert H. Waterman, Jr., points out in his book *The Renewal Factor* that the only constant in today's business world is change. The most successful organizations are those that are "continually adapting their bureaucracies, strategies, systems, products and cultures to survive the shocks and prosper."

Women know best how to manage this kind of change—we with our instinct and ability to hold the changing family structure together and our age-old talent for smoothing over, accommodating and adapting. It is women who can best teach how to break bad habits, a prerequisite of managing change without breaking the backs of people.

How can we manage in the feminine context? We can do it with compassion, with cu-

riosity and cooperation. We can do it through sharing the power and the glory. We can use what I call tender power, the power women always have used in their private lives. Now that we are an integral part of business, why should we discard what always has worked in order to adapt to an ethic of blind, unaffiliating, cutthroat competition?

What, after all, have been the costs of this competition? We've all seen them: lagging productivity, a large turnover of the best people, political infighting and sabotage, workers who expect to be ignored and who expect to fail—and who do exactly that.

"If you want to be a good manager," says Lois Wyse, president of Wyse Advertising, "first be a good mother. All the things that a mother provides for her children—comfort, praise, scoldings, motivation, entertainment, teaching, punishment and rewards—are what shape the basic behavior system for corporate interaction."

Mark H. McCormack, author of the best-selling *What They Don't Teach You at Harvard Business School*, suggests that ancient feminine tools like mollifying, empathizing and accommodating are sound business practices. "Acknowledge the other person's feelings," says McCormack. "This is the oldest psychological technique in the world and works just as well in negotiations as it does in any other form of human relations."

"Somehow," McCormack continues, "negotiating has been confused with machismo, as though the whole point is to outlast your opponent, to make him back down first." Slavish adherence to macho behavior doesn't work so well for men either.

### WHEN TENDER POWER DOESN'T WORK

Of course, some environments still seem to call for it. There always will be places where managing in the feminine context will be misunderstood or even seen as threatening.

"When you're part of a male macho situation," says Linda Kline, president of Kline-McKay, Inc., an executive-search and human-resources-consulting firm that serves many Fortune 500 companies, "there isn't a damn thing you can do but respond in kind if you want to go anywhere at all."

Though it's not useful to be a male clone, Kline stresses that too much disclosure of warmth can "scare men off. These men have been forced into molds that required them to cut all tenderness from their own psyches, so they're not going to countenance too many of these traits in women."

What should a woman in this environment do with her nurturing traits? In addition to outside outlets, like family and friends, the best policy is to "nurture down," to give your special care to those who are below you on the organization chart. "Empowering others makes them want to follow you anywhere!" says Linda Kline. "It will show in their work and will in turn make

you—and your boss—look good."

Then, says Kline, if and when you get to be top dog you can do anything you please: "Women at the top rung of their business almost always use feminine traits. They are in the best position of all to nurture down and set precedents of cooperation and caring."

### THE COURAGE OF KINDNESS

There are those who worry that nurturing down will simply be an invitation to underlings to usurp power. That fear is unfounded, says Barbara Tober, editor-in-chief of *Bride's* magazine and a woman who occupies a top rung in a powerful corporation. "When you give strength to others you strengthen yourself," she declares. "It's magical to discover that even when you think you're at the top of the ladder, there's always a new rung."

Tober doesn't discount the possibility of nurturing up as well—a tactic some career women question. "I just feel as if I'm 'brown-nosing my teacher' whenever I'm tempted to show warmth or support or even give a constructive suggestion to my boss," says Nellie Gallant, an insurance salesperson from Topeka, Kansas.

It's important to move beyond this impulse, Tober stresses. "It was always 'her' against 'us,' and anyone who warmed up to 'her' was a traitor," Tober says of the student-teacher relationship. "Nothing could be more destructive to business and getting ahead than this particular philosophy."

"It is true," Tober continues, "that many executives are remarkably ungracious about compliments. But it is equally true that there are bosses out there who will melt from an honestly offered nice word."

"Try it. Go up to the boss, even if she's rushing down the hall, and say something like, 'I loved your last meeting, and I thought perhaps I could try this...' or write a note saying, 'I'm proud to work here, and I think I could do even more than I already do.'"

"Not everyone will stop dead in her tracks to acknowledge you. And maybe you will be accused by peers of trying to butter up the higher-ups. So what? We're all so terrified of that possibility that we go full tilt in the opposite direction and ignore the teacher, ignore the boss and perpetuate a cold, hierarchical business atmosphere."

Both males and females on the top rungs have to be relentless about being role models of empathy if they want to put warmth and cooperation back into the corporation. But it is possible to make that change. And in a world where we all have to pull together, the feminine model of power can be powerful indeed. Following are five real-life examples.

*From "Tender Power," by Sherry Suib Cohen. Copyright © 1989 by Tender Power, Inc. Reprinted by permission of Addison-Wesley Publishing Company.*

# THE DADDY TRACK

## *A Road-Condition Report*

By Joseph F. McKenna

**M**itch Felde signaled his turn onto the Daddy Track early last year.

For more than five years he had been a senior-level trainer for First Interstate Bank of California, focusing on management development and spending a lot of time traveling around the state. "When I took the job, I was single," he says. "I married in 1985 and we had a baby in 1987. That made it harder to get on a plane."

In April of last year, Mr. Felde took the position of First Interstate's employee-services administrator, a lower-grade position and one much more administrative in nature than training. The new job, he says, gives him a chance to ex-

pand his knowledge about human-resources management.

Furthermore, says Mr. Felde, an assistant vice president, "it keeps me home and available to get my daughter during the week."

Mitch Felde is but one American male moving on the Daddy Track—a family-sensitive career path that roughly parallels, and

sometimes intersects, the better-known and still controversial Mommy Track.

For the record, business and industry haven't widely accepted the concept of career tracking yet. Nevertheless, as more men and women consciously make career decisions based on family needs and desires, both terms are being used as convenient descriptions.

Call it what you will, many others are on the same route with Mr. Felde. Some men set the rate of speed for themselves, while others follow the posted limits. Some are moving along this route swiftly and easily. Others are pushing along it in personal and professional fits and starts. Still others



JOSEPH  
FARRIS



## FROM THE DAY THAT EVE TOLD ADAM, "CAIN AND ABEL ARE FIGHTING," PARENTING HAS BEEN A SINGULARLY DIFFICULT TASK.

are doing a little of both.

Meanwhile, employers are observing the Daddy Track as it cuts a path across the territory of business and industry. It's an erratic route: At one point it heads due north, toward standard paternity leave; at another point it sharply turns east, toward even more liberal child-care benefits. At what point will it turn again? employers wonder.

These employers also wonder how wide a path the Daddy Track will cut through each business or industry. It has been an issue for some in the managerial ranks, and it will increasingly be an issue discussed over the bargaining table. Will government help pave the Daddy Track? they ask.

**T**hen there is the question being posed by both employees and employers: Where will the Daddy Track ultimately lead?

"People expect a father to work, and now more and more people expect the father to be intimately involved in his children's lives," says "The 1990s Father: Balancing Work and Family Concerns," a special report published by the Bureau of National Affairs (BNA), a research organization in Washington, D. C.

"Perhaps more significantly," the report adds, the father "himself now often wants to be more involved with his children and is not willing to give that up for the sake of his work."

A wide path by many observers' reckoning, the Daddy Track includes the father who leaves work at the factory one day to participate in the birth of his son and the father who quits his job as a magazine editor to care for his disabled daughter. It also makes room for men whose commitment to family falls somewhere in between.

"Is there a significant and growing group of fathers who are giving higher priority to their family life, which means they need more accommodation from the workplace? The answer is 'Yes,'" says Dr. Joseph H. Pleck, Henry Luce professor of families, change, and society at Wheaton College, Norton, Mass.

Just how many men in the U. S. workforce fall into that "significant" group is hard to determine accurately. But current studies indicate that men with families, just like their female counterparts, are serious about harmonizing home with workplace.

"Given a choice of two career paths—one with flexible full-time work hours and more family time, but slower career advancement—the other with inflexible work hours, but faster career advancement—78% of [1,000 men and

women answering a survey] chose the slower, family-oriented career track," reports Robert Half International, a worldwide recruitment organization based in San Francisco.

And as far as many dads themselves are concerned, the Daddy Track is *the* path to follow in the '90s and beyond.

"Men's roles are changing just as much as traditional women's roles are," says Kathy E. Kram, a professor of organizational behavior at Boston University School of Management. "It has recently been suggested that women have the option of following two tracks: fast-paced careers with little or no emphasis on family, or slower career paths where family is first. We are finding that men would like to have multiple choices as well."

Actually, although recognition of it is beginning to grow only



**Mitch Felde, with his daughter, Lynnette, says employers should acknowledge the Daddy Track "and, to the extent that they can, accommodate each dad if he's a good employee."**





JOEY  
FARR

## MR. FELDE DECIDED TO CHANGE JOBS "FOR PRIMARILY TRAVEL AND FAMILY ISSUES."

now, the Daddy Track has existed for more than two decades—at least in an inchoate form. "Compared with 20 years ago," says Dr. Pleck, "more fathers are pushing for accommodations for themselves. But I wouldn't necessarily make the assumption that 20 years ago there weren't any fathers doing this. The reason is that workers of both sexes have had a fair degree of latitude in making changes for themselves, but not getting publicly identified for doing it for purposes of parenting."

**Take the move** toward flexible work schedules, which can be traced to the mid-'60s, Dr. Pleck continues. "When a company shifts to it," he points out, "about half of the male workers who are fathers will change their schedules. As a result, they spend more time with their kids. Twenty years ago, I'll bet the same thing was happening, but you didn't have to give anybody a reason for changing your schedule."

Strangely enough, the Daddy Track exists because behavior has outpaced attitude, says Dr. Pleck. "Many studies still show that women should have the primary responsibility [for child care and the like]," Dr. Pleck tells *INDUSTRY WEEK*, "but men's degree of sharing responsibility has increased to a greater degree than attitudes have."

Dr. Sandra Burud, president of Burud & Associates Inc., Pasadena, Calif., says the Daddy Track, like the Mommy Track, is "more of a psychological outgrowth among men and women," men and women starting to adjust to an equal footing in the labor force.

"Both want to be experiencing both sides of life, instead of men getting all the professional experience and women getting all the

domestic experience," says Dr. Burud, whose firm specializes in child-care-benefits consulting. "To do that, something has to give. It isn't necessary for both parents to work 50 or 60 hours a week. It really makes more sense for both parents to have some level of professional responsibility and some level of family responsibility. For men, that means perhaps cutting back their level of professional responsibility."

Slowly but openly, some men are doing just that. James Levine, director of the Fatherhood Project at Bank Street College of Education, New York, terms the situation "an evolution, not a revolution." Quoted in the BNA report, Mr. Levine stated: "There is no men's movement, or fathers' movement, comparable to the women's movement. . . . But that doesn't mean nothing's happening."

**I**t also doesn't mean that journeys on the Daddy Track aren't costly.

"There still are incredible cases of fathers needing to take time off and not getting it," says Wheaton College's Dr. Pleck. "Recently, the *Boston Globe* reported about the manager of a video store, a new father whose two-week-old baby had a serious heart abnormality.

"The baby needed open-heart surgery, and the father wanted to be at the hospital during surgery. He didn't want to be at work and get a call that he'd have to arrange for a funeral," says Dr. Pleck, himself a father. "If he were to get that information, he wanted to be at the hospital. He checked it out and was told that if he didn't appear for work he'd be fired.

"He went to the hospital—and he was fired."

Like it or not, say academics and

consultants, business and industry *must* deal with a labor force that has changed in dramatic demographic ways and beyond. Already, two-income families have significant statistical weight in labor projections; by 2001 two out of every three new workers will be female. These factors carry serious psychological, economic, and managerial consequences.

"More women in the workforce have made it necessary for companies to have more family-supportive policies," explains Dr. Pleck. "They have also created a greater awareness that there are a lot of parents who are workers."

As companies have begun to accommodate the Mommy Trackers, he continues, they have also realized there is an advantage to offering such benefits on a "gender-neutral" basis. (Citing the opinion of one legal scholar, *IW* columnist Tom Brown wrote last year [Oct. 2, Page 24] about "tough sledding for any company that seeks to create a compensation system 'for women only.'")

**Unquestionably**, says Dr. Burud, work-family issues are the ones "companies are going to have to deal with in the '90s." One in five of the nation's 500 largest companies, she says, already has some form of family-related work policy in place. "And I'd say five to ten times as many are in the midst of planning them," she adds.

"Daddies have a little more liberty to put less emphasis on their own careers because they may not have the only paycheck," observes Dr. Lillian Gorman, senior vice president and director of human resources at First Interstate Bank of California. "Just as women used to have the ability to drop in and out of the labor force according to their needs, men are now feeling that way, too. It's now becoming a



## EMPLOYERS ALSO WONDER HOW WIDE A PATH THE DADDY TRACK WILL CUT THROUGH EACH BUSINESS OR INDUSTRY.

little more equalized in families."

However, the equalization of families is not spilling into every segment of American business. Says Wheaton College's Dr. Pleck: "A lot of people believe men have not changed at all. In my opinion, those people don't look at the research data, which show men are doing more. That's why there is now a *mismatch* between the extent to which fathers have actually changed and the extent to which the policies that affect fathers have changed."

In this case, Dear Old Dad deserves some of the blame. In cases cited by benefits experts, male breadwinners don't like to take advantage of the simple paternity-leave benefit. "It's because they feel they'll be viewed badly," says Dr. Burud. "It's not a *macho* thing to do."

**On the other hand**, Dad favors—and can be quite vocal about—other family-related work benefits, such as flexitime, telecommuting, and so on. As Dr. Burud notes, it's usually the father, not the mother, who's perceived dropping off the child in the morning.

So, clearing a path for the Daddy Track and the Mommy Track is on the agenda of companies anxious to keep employees as the U. S. labor pool starts to shrink.

First Interstate's Dr. Gorman recalls the story of a marketing executive she knows in California. This exec, a family man, had worked in a New York consulting firm, a place that commonly holds all the trappings (and the traps) connected with a high-powered career path. "One day he walked into the office of the firm's human-resources manager and asked how many partners in the firm were divorced. Every single one of them was. That's when he decided to get a corporate job."



Today, says the report "The 1990s Father," the father "himself now often wants to be more involved with his children."

There are more and more stories like that. "People in their 30s and 40s are going through an awakening, a new era in their lives," says Dr. Gorman.

Very simply, she contends, progressive companies need to see family-related work benefits as a recruiting and retention issue. "For us not to recognize it," she says, "is just putting our heads in the sand."

But it's more than that, asserts Dr. Burud. Companies, she says, need to "look at this as a productivity-related issue—not as an employee-related benefits issue that only costs the company money."

The BNA report supports Dr. Burud's claim, citing a study done by AT&T which found that among employees with children under 18, 73% of the men and 77% of the women had dealt with family issues while at work. AT&T also found that 25% of the men and 48% of the women spent "unproductive time at work because of child-care issues."

**Furthermore**, the BNA report points out that juggling work and

family is even harder for men (and women) with lower incomes.

From the day that Eve told Adam, "Cain and Abel are fighting," parenting has been a singularly difficult task. Today, parenting and working is a hybrid lifestyle that gives new meaning to the word *challenge*. Mommy Trackers have been saying that for a while. Daddy Trackers are now following suit.

Furthermore, Dr. Burud contends, Daddy Trackers are "likely to be the major catalysts in getting benefits." When women push for family benefits, she says, "people pooh-pooh it and say it's 'a women's issue.' But when men push for benefits, it becomes obvious to management that all employees are affected."

In response, some companies are already trying to take a forward-thinking approach to the problems facing Trackers. Among the key family/work issues that they're dealing with:

- Travel and relocation.
- Work schedules.
- Time off.





## PROGRESSIVE COMPANIES NEED TO SEE FAMILY-RELATED WORK BENEFITS AS A RECRUITING AND RETENTION ISSUE.

### • Child care.

Regular business travel is a fixture of this economy, especially for those in the salaried ranks. It's also a job condition that doesn't lend itself to Daddy Tracking. Still, ingenuity on the part of the Daddy Tracker and understanding on the part of the employer can often keep traveling from being a hazard on the Daddy Track.

**While working** as a trainer for First Interstate Bank, for instance, Mr. Felde tried to keep close to home. Whenever possible, with the bank's approval, a co-worker would take the assignments involving farther distances. Ultimately, though, Mr. Felde decided to change jobs within the bank "for primarily travel and family issues."

Likewise, making decisions about relocation is adding to the stress felt by those who want to be both provider and parent extraordinaire.

"People used to do anything to move to New York," notes First Interstate's Dr. Gorman. "That's where the salaries were and that's where ambitions could be fed. Now you're getting more people who say, 'Heck, I can live with less money, and I'm not going to sacrifice the school system.'"

This is hardly an issue that employers can dismiss as merely isolated and anecdotal. For instance, a 1988 survey by Du Pont Co. showed that 20% of its employees who used child-care assistance said they avoided jobs involving travel and relocation.

Unlike travel and relocation, the issue of work schedules perhaps offers the greatest and most affordable comfort to certain companies, especially those in the service sector. Companies that can use such options as flexitime and telecommuting will in the long run be able to keep the best and



*Hewitt Associates, a benefits consulting firm, uses Linda Foster as an on-staff family-resources consultant.*

the brightest among the Trackers.

"As working parents become increasingly disillusioned with the 'fast track' and seek greater fulfillment in their personal lives, employers will have to respond with a less rigid work environment," says Max Messmer, chairman of Robert Half International.

Parental leave, notably paternity leave, is another matter, though. It's the bump in the Daddy Track that shakes many employers the hardest. When dealt with openly by employers and employees, this issue makes Trackers noticeable by their absence.

But in many current cases of paternity leave, employers aren't even aware that leaves are taking place. Wheaton College's Dr. Pleck, who has surveyed fathers about paternity leaves, says "fathers are figuring out ways to take off about a week and a half for the birth of their children, and most

companies would be astonished to find out it's happening at a high rate. That's because fathers don't broadcast the fact."

In Dr. Pleck's opinion, it's high time to formalize paternity-leave policies in order to create more equitable work conditions overall. Morris Simmons, a senior vice president of Noble Lowndes, a worldwide benefits consultant, echoes that opinion, adding that "a couple of my clients are considering getting ahead of the game before Congress legislates it."

Corporate "cartographers" should take note of parental-leave policies. The emerging popularity of such policies may force a few political turns on both the Daddy and the Mommy Track. Half of the states already have some form of family leave, and family-leave bills are currently before Congress. One measure—the Family & Medical Leave Act (H. R. 770)—would grant ten weeks of unpaid leave to a father or a mother for care of a newborn child, an adopted child, or a seriously ill youngster.

**C**hild care will also get a hearing in the halls of government in the '90s, but it's most likely to get more action directly from business and industry. More and more companies that investigate the situation may make the same discovery as Du Pont, which learned that about 25% of its employees have youngsters in need of day care.

"Educational efforts and a strong business rationale have inspired significant growth in employer-supported child care since 1982," write Dr. Wendy B. Gray and Dr. Dana E. Friedman in a report for the Conference Board, New York. "The rise of 600 employers in 1982 to an estimated 4,300 in 1989 is dramatic in absolute terms, but it represents only a fraction of em-

ployers nationwide."

Still, there is a growing demand for such care. And because demands tend to outstrip supply in the day-care field, says Dr. Burud, watch for companies to address employee day-care services through group efforts. Last fall, seven New York-based companies, including Colgate-Palmolive and Consolidated Edison, jointly began using home health-care agencies to assist parent-employees.

Also look for the "dependent-care spending account" as a common addition to the cafeteria-style benefits package in the future, says Dr. Burud.

Not surprisingly, smaller companies are particularly worried about the costs of Tracker benefits. ("Nobody knows how much it's going to cost," says Noble Lowndes' Mr. Simmons.) But that concern alone won't bring a halt to the Daddy Track.

As a matter of fact, globalization may prepare the way for the next stretch of the Daddy Track. "It's definitely something that occurs in France and Italy," observes Mr. Simmons. "And there's a general move in Europe toward this thing. That has a tendency to rub off on other locations, because there is more and more of a push in multinational companies to provide the same kind of benefits in all locations."

By the year 2000 the Daddy Track is likely to be a widely traveled route on the corporate map. Accordingly, business and industry will have to treat it as such, accommodating it the way they've started accommodating the Mommy Track.

The answer to dealing with both Tracks will not be "as clearcut as putting a day-care center in downtown L. A.," says First Interstate's Dr. Gorman. Rather, she says, the real challenge will be making "our policies and practices such that there is more flexibility to accommodate employees' need for time, to become more individualized in the ability to cope with employees' needs."

The needs of Trackers, cautions Dr. Gorman, "are going to be all over the map."

IV

## EXECUTIVE HEALTH

Edited By Michael A. Vorespej

### Electric blankets linked to miscarriages

Studies by a Denver epidemiologist found that expectant mothers who use electric blankets (or heated water beds) often have a higher miscarriage rate than nonusers—possibly because electric blankets have stronger electromagnetic-field high-power transmission lines. Dr. Nancy Wertheimer of the University of Colorado also says that babies conceived in the winter whose mothers use electric blankets grew more slowly in the womb and have a tendency toward a lower birth weight.

### Up-in-the-air tips for flightphobia

First and foremost, think positive thoughts, says Jerilyn Ross, president of the Phobia Society of America. Flying is statistically safer than road travel, he says, so take a deep breath, lean back, imagine you're a rag doll, and move with the plane. Avoid caffeine, sugar, and alcohol before and during the flight. Meet the crew and ask questions—even silly ones. Lastly, put a rubber band around your wrist and snap it when a negative thought invades your mind. That will condition you to avoid ideas that upset you.

### Pain in your knee may be in your head

There are indications that rheumatoid arthritis may be triggered by the brain's inability to regulate the amount of a hormone released when a person experiences physical or psychological stress. A team of National Institutes of Health researchers say the hormone is critical to the suppression of joint in-

flammation and may be why some people suffer from arthritis when there is no sign of a defect in their joints.

### Can't have a baby? It may be stress

There are some indications that infertility in women may be related to their inability to relax. Dr. Alice Domar, staff psychologist at New England Deaconess Hospital in Boston, notes that the same brain gland that helps people fight stressful situations also controls the pituitary gland—which regulates the ovaries. "When some women are very stressed, they don't ovulate." She notes that four out of seven infertile women who were given relaxation-response therapy in a South American study became pregnant within three months.

### Gum diseases may be inherited

An immune-system disorder—specifically, a white blood cell abnormality—may be a genetic cause of gum disease, says periodontist Robert Genco at the State University of New York at Buffalo. He suggests that people with a family history of gum disease be checked at three stages: after the primary teeth grow in, at the onset of puberty, and again before the age of 35.

### Have arthritis? Exercise!

The ideal choice is swimming because there's no additional stress on the joints, says Dr. Arthur Grayzel of the Arthritis Foundation. Riding a stationary bike is also excellent. Arthritis sufferers with shoulder problems or arthritis in their hands and elbows can try walking or treadmill jogging. Floor exercises are best for those with arthritis in their backs.

*This column has been adapted from a current issue of American Health magazine. To subscribe at an introductory rate (\$14.95), circle No. 80 on the Information Center card.*

## Supportive Communication

1. Communicate congruently by acknowledging your inner feelings but not acting them out in damaging ways.
2. Use descriptive, not evaluative, statements by describing objectively what occurred, describing your reactions to it, and suggesting an alternative that is acceptable to you.
3. Use problem-oriented statements, rather than person-oriented statements, by identifying behavioral referents or characteristics of events, not attributes of the person.
4. Use equality-oriented statements by giving the message that the recipient is valued and worthwhile, and that you want the interaction to be mutually satisfying.
5. Use validating statements that acknowledge the other person's importance and uniqueness and that communicate willingness to enter into a relationship by identifying areas of agreement or positive characteristics before pointing out areas of disagreement or negative characteristics.
6. Use flexible statements by separating facts from opinions, by expressing openness to additional information, and by avoiding dogmatic assertions.
7. Make specific statements that do not present the world in either-or, black or white, terms by using qualifier words that allow for finer gradations and by focusing on things over which some control is possible.
8. Use conjunctive statements that flow smoothly from what was said before by synchronizing speaking turns, not causing long pauses, not completely controlling the topic, and acknowledging what was stated before.
9. Own your statements by using personal words ("I"), rather than impersonal ("they").
10. Use appropriate levels of intimacy by matching the strength of the relationship with the intimacy of the subject discussed (external issues, common group, personal data, relationship) and the types of statements used to discuss it (clichés, facts, opinions, feelings).
11. Use empathy in listening to the statements of others by paying attention to the content of the message, the feelings behind the message, and any implicit meanings that may underlie the message.
12. Be sensitive to signs of resistance or defensiveness that result from misperceiving meanings or feelings or from responding inappropriately.
13. Use a variety of responses to others' statements, depending on the goal of the communication and the strength of the relationship, not just one response.



You and your landing team from the predominantly female planet Amazonia have just landed on the planet earth. In order to escape detection, you have chosen a remote area of the planet called "Cache Valley". You have heard that this planet has gender related problems and controversial issues within its businesses. You and your team have until two o'clock to prepare a report on the gender issues you will encounter on earth, and especially Cache Valley. You may use the following research methods:

On the first floor of the Merrill Library:

1. Call at least six area businesses to explore gender issues.
2. Read and report on at least ten articles from current periodicals.
  - a. Seven of these articles must be from business magazines.
  - b. No more than 3 articles may be from the same magazine.

You are expected to present a comprehensive and interesting ten minute report to your planetary council at 2:00. Everyone in your team must be involved. Good Luck.

**PRONOUNS: Each Person,  
To the Best of Her or His Ability**

**1. Address Your Reader**

No. If he studies hard, a student can make the honor roll.      Yes. If you study hard, you can make the honor roll.

**2. Eliminate the Pronoun**

No. Each nurse determines the best way she can treat a patient.      Yes. Each nurse determines the best way to treat a patient.

**3. Replace Pronouns With Articles**

No. A careful secretary consults her dictionary often.      Yes. A careful secretary consults a directory often.

**4. Use Plural Nouns and Pronouns**

No. Teach the child to walk by himself.      Yes. Teach children to walk by themselves.  
He is expanding his operation.      They are expanding their operation.  
Everyone needs his own space.      All people need their own space.

(Note: We don't recommend using "their" to refer to a singular noun.)

**Alternate Male and Female Pronouns Throughout Text**

No. The baby tries to put everything he finds in his mouth.      Yes. The baby tries to put everything she finds in her mouth.

**6. Use Both Pronouns and Vary Their Order**

No. A worker with minor children should make sure his will is up to date.      Yes. A worker with minor children should make sure her or his will is up to date.

**7. Use Specific, Genderless Nouns**

No. The average man on the street speaks his mind on the issues.      Yes. The average voter speaks out on political issues.

**8. Substitute Job Titles or Descriptions**

No. He gave a test on Monday.      Yes. The professor gave a test on Monday.

**9. Repeat the Noun or Use a Synonym**

No. The professor who gets published frequently will have a better chance when he goes before the tenure board.      Yes. The professor who gets published frequently will have a better chance when faculty tenure is granted.

(Note: Nations, battleships, gas tanks and other objects have no gender.)

**TITLES: People Working**

**Replace Language Stereotyping Men**

No	Yes
Businessman/men	Business person/people, people in business, executive, merchant, industrialist, entrepreneur, manager
Cameraman	Camera operator, photographer
Chairman	Chairperson, chair, moderator, group leader, department head, presiding officer
Congressmen	Members of Congress, Representatives, congressmen and congresswomen
Craftsman	Craftsperson, artisan
Deliveryman/boy	Delivery driver/clerk, porter, deliverer, courier, messenger
Draftsman	Drafter
Fireman	Fire fighter
Foreman	Supervisor
Guys	Men, people
Headmaster	Principal
Kingpin	Key person, leader
Lumberman	Wood chopper, tree/lumber cutter
Male nurse	Nurse
Manhole/cover	Sewer hole, utility access/cover
Man-hours	Labor, staff/work hours, time
Manmade	Manufactured, hand-built, handmade, synthetic, simulated, machine-made
Night watchman	Night guard, night watch
Policeman	Police officer, detective
Pressman	Press operator
Repairman, handyman	Repairer (Better: plumber, electrician, carpenter, steam fitter's apprentice)
Salesman/men	Salespeople, salesperson(s), sales agent(s), sales associate(s), sales representative(s), sales force

"If a particular religion, or culture, or scale of values, if one form of activity rather than another, brings self-fulfillment to a man, releases the prince asleep within him unknown to himself, then that sale of values, that culture, that form of activity, constitute his truth."  
-Antoine De Saint Exupery Wind, Sand, and Stars.

"If our purpose is to understand mankind and its yearnings, to grasp the essential reality of mankind, we must never set one man's truth against another's. All beliefs are demonstrably true. All men are demonstrably right....But if we are to succeed in grasping what is essential in man, we must put aside the passions that divide us."

## MEMORY AND LISTENING EXERCISE

### INSTRUCTIONS:

1. Break into dyads.
2. Have one person in each pair read the following list to the other. The reader should first read item one, then items one and two, and so on through ten. The listener should try to repeat what he/she heard after each reading.
3. Read the following as directed:

One pig.

Two Jaws.

Three orange VWs.

Four lively pacifiers.

Five squelching jackasses.

Six marinated chicks, prepared to perfection.

Seven fox-trotters from Amazon County, New Dehli.

Eight rusty outhouse seats unearthed from the tomb of King Tut.

Nine tired men, wearing purple tennis shoes, jogging to Lucretia's massage parlor in back of Mr. Yee's gas station.

Ten amphibious, blubbery octopi legs from the northeast corner of the westernmost island of Mungula-Stikwee, two-stepping to "I Wanna Hug You All Night Long".

## RELAY TASK PROBLEM INSTRUCTION SHEET

### Instructions:

1. The following problem has eight parts that need to be solved.
2. You will be divided into groups of four.
3. One person in each group will be designated to begin the process of solving the problem.
4. The person starting the process will solve the first step and then pass the sheet to his\her right. That person will solve the second step as per the instructions on the sheet and pass it to their right and so on until the answer is obtained.
5. A person may pass his\her assignment to another member of the group, but a member may not take an assignment from another member of the group. No talking will be permitted during this phase of the exercise. Work alone and then pass the sheet with your answer on it to the next person.
6. When an answer has been reached for the entire problem, the person who has completed step number eight will show the answer to the facilitator who will verify it for accuracy. If the answer is correct, the team will be given a sheet on which to write the answer. 1st, 2nd and 3rd place winners will be established. Prizes will be given to 1st, 2nd, and 3rd place winners.
7. If the answer is wrong, the facilitator will give the sheet back to the group. The group may work together to solve the problem. When they think they have the right answer, they will present it to the facilitator.

NOTE: All calculations must be worked out by hand.  
No calculators etc. may be used.



RELAY TASK PROBLEM

Step 1:

Add: 14  
62  
28  
114  
56  
921  
17  
49  
\_\_\_\_\_

Step 2:

Multiply the above total by 256. Product = \_\_\_\_\_

Step 3:

Subtract 384 from the above product. Difference = \_\_\_\_\_

Step 4:

Divide the above difference by 16. Answer = \_\_\_\_\_

Step 5:

Multiply the above answer by 397. Product = \_\_\_\_\_

Step 6:

Add 64,319 to the above product. Answer = \_\_\_\_\_

Step 7:

Divide the above answer by 24 and round off answer to two (2) decimal points (100ths). Answer = \_\_\_\_\_

Step 8:

Subtract 16,988.63 from the above answer.

Final Answer = \_\_\_\_\_

Show answer to facilitator. If the answer is correct, write the answer in the boxes below.

→

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Turn over page, hold page up to the light and read the answer to how you get things accomplished!

RELAY TASK PROBLEM ANSWER SHEET

Step 1: 1261  
Step 2: 322816  
Step 3: 322432  
Step 4: 20152  
Step 5: 8000344  
Step 6: 8064663  
Step 7: 336027.63  
Step 8: 319039

When the answer, 319039, is written and turned over and read, it spells PEOPLE.

RECORDING THE RELAY TASK PROBLEM ANSWER

After the facilitator has confirmed your answer, write the answer in the boxes below.

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Turn over the page, hold up the paper to the light and read the answer to how you get things accomplished.