

Dow Jones-Irwin

Sales Meetings That Work: Planning and Managing Meetings to Achieve Your Goals

by Richard Cavalier

Sales meetings are crucial communication tools in any sales operation. *Sales Meetings That Work* sets down a step-by-step blueprint of how to organize, run and evaluate a successful sales meeting. It shows how to select the best media and methods to carry out objectives, making sure that the meeting's message is not lost in the media itself. It provides detailed charts, graphs and tips to ensure that every step that has been planned is taken—and taken correctly! A Location Comparison Guide helps to calculate relative costs for either central/multiple meetings or video-conferencing. The book also covers a PERT diagram, and contains a cost/benefit analysis guide, and twenty practical analysis guides. A special feature of the book is the first comprehensive diagram showing each planning and execution function of a sales meeting, and how each relates to the total picture.

Chapters: 1) Building Your Foundations; 2) Validity of Construct; 3) Fantasy, Reality, and Ethics; 4) Separating Medium from Message; 5) Looking at Industrial A/V; 6) Ear, Eye, and A/V Learning; 7) Art vs. Science in Human Relations; 8) Motivation and the Incentive Business; 9) Perspective on Self and Company; 10) Relating Message and Meanings; 11) Money Matters; 12) Building Agendas and Control; 13) Structuring Training and Workshops; 14) Shaping the Program; 15) Coordinating on Paper for Control; 16) Coordinating Committees for Control; 17) Bringing the Pieces Together; 18) Handling Hotels; 19) Meetings Abroad; 20) The Producer as Business Assistant; 21) Show-Biz for Entertainment; 22) Running the Meeting; 1st Ed

Richard Cavalier is a consultant in group communications.

250 pages



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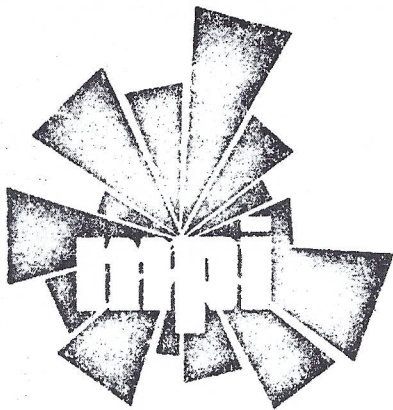
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meeting planners international

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4900 Marine Dr.
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Dear Richard:

Thank you for your significant contribution to the success of MPI's 1982 Fall Conference in New York, NY. In recognition of your achievement in development and presentation of your speech we are awarding you the coveted MPI Tony Award.

We appreciate the time, effort and talent put forth in the best interests of Meeting Planners International. Thank you for playing such an important integral part in shaping our educational goals.

Best wishes for a New Year full of other fine performances.

Sincerely,

Douglas Heath, CAE
Executive Vice President
and

1982 Fall Conference Chairman

DH/lg
Enclosure

MPI Tony Award-Winning address
Fall, 1982; Tape # MPI-918
(Producer: Meetings Internationale, Louisville, KY 40232)

(Transcript)

[ID]: Recorded on location at the 1982 Meeting Planners International Fall Conference. "MPI Plays Broadway"; held at the Grand Hyatt Hotel, in New York City, New York; December 5-8, 1982.

[Title]: "Achieving Objectives in Meetings"; Richard Cavalier. To "Achieving Objectives in Meetings, or Promises, Promises." [Brief introductory comments.]

Cavalier:

Thanks, Pat. Good afternoon.

"Achieving Objectives in Meetings". . .as a seminar title? And only three weeks from 1983? Nearly a full decade has passed since my first book by that name converted a logical concept into a generic phrase. And it amazes me that this concept need be discussed here today.

If you're planning to call a meeting, why should you call it if you have no purpose? And if you do have a purpose, why should you not express it as an explicit purpose or goal? And, if you state an objective, why should you not apply qualified or quantified measures to verify the group's achievement? Common sense calls for that much rational effort.

Then why doesn't the industry do it routinely? Because, as a whole, I feel that the industry is essentially incompetent in group communications. It avoids any deep application of established theories and methods of adult education and communications, topics first linked in the 1970s article. That avoidance tends to prove the charge.

Moreover, the incompetence is masked by the unfortunate (but highly visible) program production. . .including media and the surround, contributed by the site itself. And the willy-nilly acceptance of applause, a measure of entertainment value, as a proof of success. These are all false measures of learning and therefore false measures of success.

Meetings are a communications tool. I first presented that concept in a 1964 publication, now out of print. I used that precise line as an opener for my 1973 book, and I use it verbatim for my new 1983 book because it's still necessary. Where are the fresh ideas. . .the original thinking. . .the applied research that should be generated by this organization?

Communication is complex. It is signaled by an appropriate response. If you do not elicit or evaluate that response, you cannot claim success. If you knowingly participate in the industry's game of pretense and artifice, then you are incompetent as a communicator, however skilled as a superintendent of production and site selection.

Your organization is paying for communication. If it valued the meeting hall and media, it could rent those without sending people. And, in too many instances, that would be an improvement in cost effectiveness.

Any failed meeting costs more than dollars. It costs lost opportunity, as well. And that lost opportunity can seriously alter the market position or professional standing of the organization.

Now, what about the people? Surely you remember the people—they're the reason the meeting was called. If your communications attempt is defective, or non-existent, you damage their job performance. That could adversely affect their careers and therefore their own and their families' lives. That's an awesome responsibility. And if you knowingly approach that responsibility with superficiality or incompetence, then you are unethical and unprofessional.

And if your suppliers knowingly mislead you in damaging the best interests of you, your participants, or your organization, then your suppliers are also unethical and unprofessional. And so, under the same circumstances, would be the industry publications.

The issues are clear: they have been for years. And it is to both the detriment and the demerit of the industry that it has avoided setting workable and enforceable standards in protection of its people and its ethics.

Professionalism is based on standards. Where standards don't exist, professionalism cannot be claimed or proved. How can any of you, except in terms of similar labor, establish or defend your claim to professionalism? You can't! Not objectively. . .not today.

So you have a stake in developing *valid* meetings—those which have a right to succeed because they provide for all the needed elements of message, tools, and audience.

How do we account for so great a gap between known-needs and the common practice? Why have we, in effect, been cooperating with inadequacy, dishonesty, and even malpractice?

Part of the problem might be that the group communications and mass persuasion techniques are not easy to master. You have to work at it, to test, to measure, adapt, adjust. That begins to sound like a professional approach to our craft.

Part of the problem might lie in the industry's reliance on the methods and preferences of its suppliers, who, if not challenged or committed to non-conflicting standards, can legally pursue their own best interests. Why permit that? Why jeopardize your own best interests?

Is it possible that a big part of the problem is simply insecurity. . .your own? To what degree are you eager to embrace the industry's shallow and irrelevant measures in order to appear competent at the most facile and visible facets of the overall program? To what degree are you so unsure of your ability to fulfill objectives that you would rather not set them. . .or risk measuring your own achievement? Do you fear the objective goal? Or do you really not comprehend the goal that the organization has in sponsoring any meeting?

Some persons excuse themselves by saying that they are ‘only coordinators,’ not Meeting Managers, and therefore have no message responsibility. And at the lowest step-and-fetch-it level that might be true. I doubt that it’s a valid excuse for any of us in this room.

But even those who are strictly coordinators of production and execution have a responsibility to *protect* the stipulated message, because the communication function crosses all boundaries of job title or committee assignment. You simply can’t duck the need or the obligation to set goals and measure results.

How much more secure everyone would feel if the industry and especially this association would adopt a Common Body of Knowledge, establish workable standards for bids and performance, set and enforce a rigid Code of Ethics, commensurate with the gravity of our task, human growth, and potentialities.

How much more effective we would be as professional planners if we deal from strength. . . from understanding. Only your understanding of every element of your program can guarantee your control of the event all the planning and activities finally become.

You don’t gain understanding by flipping a coin or by checking off squares on somebody else’s generic check list. You cannot buy in piecemeal fashion on an emotional or subjective basis and still expect to create program synergy or objectified success.

So let’s try to correlate in theory some of the many theories which must be correlated in practice if you would create a valid meeting which has a right to succeed.

Briefly: we’ll look at success, cost effective spending, the medium-vs-message dichotomy, meeting justification, professional costing, and meeting formats. Remember, we’ll be dealing with correlation, not a detailed study.

So let’s start with “What constitutes success”? Suppliers say, “Glamor and applause.” It’s what they’re selling. But existing research says that that’s the wrong measure of communications or learning. Coordinators say, “It’s error free production.” But it’s what they’re selling. All common techniques were developed about twenty years ago. Where’s the growth? The trade press says, “Something photogenic bought from advertisers is success.” And they’re true to the advertiser. But is that no-problem for you and for the ideas that are put forward in the trade as being something to strive for?

All are irrelevant to the true measures: objectives achieved. You must quantify. . . you must qualify, in general. And you must demonstrate with each individual that instructional objectives are keyed to his performance.

So, as outside viewpoints, all of the above often do—and sometimes usually do—conflict with your own interests and needs. Such dictated irrelevancies result in superficial programs.

Now, the innocent participant still deserves the best. So that we have to come back to “Success is

only the achievement of pre-determined goals.” And the value of the goals determines the budget value.

So, we on cost effective spending: What does ‘the best’ cost? Well, it’s different for every aspect of every program, because ‘the best’ depends on the benefits to be derived. . .all of which have value of some kind, either in dollar or in human resources accounting or both. So cost effective analysis is indispensable to early planning. As a capital expenditure, your program expense must show a return on investment. As a tool, it must be productive. And you must eliminate prettiness and entertainment values as considerations in your planning for the message.

Re-evaluate the alternatives: Entertainment, enjoyment, good-will, and morale. Of value, yes; but how do you calculate the worth? How can you measure? Is it only on guesswork? That’s been the problem that has had people saying that “The budget is too high” or “I don’t have enough budget.”

If it’s not calculable in business terms, how can the meeting components be analyzed in a cost/benefit study? And, of course, the secret is that they cannot. So the industry is playing ostrich. And who benefits? Certainly, not the meeting planners, who have become a marketing target, rather than a market force.

Then there are the folks who invoke tradition. “We always have a Fall meeting,” they say; or “The boys expect it,” or “We’ve got to show the buyers a good time.” Well, if that’s the way you’re going to make your decisions, don’t forget “A stitch in time save nine” and “Nice girls don’t do that.” Because it’s management by cliché or management by abdication.

Now, some people like to impress the gawkers. Spectaculars and maxi-media all depend on overwhelming the senses to achieve their effect. However, that’s directly contradictory to educational theory and methodology.

For instance, Broadbent’s ‘filter concept of learning,’ which he put out in 1958, requires that information input can be reflected upon or rehearsed, preferably free from competing inputs and stimuli. . .and it also requires practice to convert the lectern theory into personal methodology. . .and rehearsal of the ideas to preserve and prolong the retention.

So we’re down now to a very, very basic kind of dichotomy: medium and message. Unless you’re very, very lucky, you’ve never heard Marshall McLuhan’s quote, “The medium is the message.” In his book “Understanding Media,” in 1964, he wrote, “The content of writing is speech, just as the written word is the content of print, and print is the content of the telegraph.

That’s not so. The content of speech and the written word is ideas. Their *format* is words. So, this misunderstanding has persisted nearly twenty years, because it coincided with the New York World’s Fair Kodak exhibit, which was truly spectacular. . .for the public. . .and therefore coinciding with supplier interests. . .It has gone ‘round and ‘round and ‘round. But Kodak’s message was, “Ain’t film grand?” And it was. But that’s not *your* message.

Now, media research say contrary things. And that’s even apart that from the training and education that’s out and fairly accessible. You have, for instance, the Army reports from

HUMRRO (the Human Resources and Research Organization) and from Dr Joseph L. Canner, of the US Army Training Command. They have demonstrated, in a number of studies, that color and motion make no significant contribution to learning. To appearance, to packaging, yes. But to learning, *no!* And work with diagrams can be equally or more effective than expensive media versions, depending on the skill of preparation and usage. . . .And that's where you come in--your contribution.

Now, you have to get your audience involved. The audience has to work a little, too. It has to concentrate. But keep in mind, when you're planning the blitzes and the maxi-media spectacles: The brain cannot process simultaneous conflicting inputs; and it either prioritizes and blocks out--or forgets.

That facts say that, if you're not now planning with these key findings in mind, you're perhaps incompetent in the most significant part of your job: communications! If you know what your message is, and what your performance goals are, then you'll know when you've reached them. Then, stop!

So the key factors in meeting planning then are these: your message, audience, and tools--considered all three together. No meeting is valid until all three are explored and fully provided-for.

Media and hotels are support mechanisms. They're part of the surround. You bend them to suit. You leave your choices to last, whenever possible. Your choices should be dictated by the meeting content and the related needs. You should not buy so early that you have to shoe-horn your program. into whatever-it-is you bought long, long ago.

Meeting justification is the responsible and business-like approach to putting the whole program together. You should have a message profile: What are you trying to say? And an audience profile: To whom are you saying it? And an objectives profile: What should the audience do differently or more of? A training profile: What formal study or practice is needed? What tools are needed? And how can we assure that they'll be able to use them after they leave the meeting room? That's what the practice-and-rehearsal is all about.

Preliminary agendas: Can the above *be accomplished* in a meeting? Might you be talking about several meetings? Might you be talking about a formal training program?

The worksheet: Can the meeting pay its way? A convention week is two percent of the participants' year. That's been a question--Can it pay its way?--since 1960, when it first appeared in print.

Now, in all of your program planning, the most important thing, I think, is to distinguish between whether you're going to have a meeting or a convention--and plan accordingly. Now, a meeting is any *agenda* format used to communicate. Your meals, sports, entertainment, etc., are incidental to transmitting the message. They're part of the surround. But a convention uses an agenda format plus other formats (such as exhibits, banquets, awards, etc.). . . .as tools in the communication process. Cost and duration of the programs are irrelevant. A meeting can last a week, and

convention can last a day or less. It's all in the definition.

Now, once you've made those distinctions, you'll have perspective on the essentials and the discretionary spending as you set up your budget. We want to cost by professional methods. A worksheet approach (which shows both the liabilities and the assets of what your proposing to do) is a very, very good way to do it.

I've got you here—for later—a handout, which is the worksheet out of "Sales Meetings That Work." I'm going to give it to you, and it's straight out of the book and [the format's print] is too small to be shown on slides—it just can't be read—so take a copy.

In addition to the things you know you're already looking at when you're considering expense, such as the meeting room, program development, facilities, transportation, optional programs, and staff time), add these other things on the benefit side—the assets. Your direct dollar benefits, such as skills-learned or -improved here: They'll add what percent of overall sales within how many months? Or market share for our product will rise what percent over previous month, order, or year? Or the long-term revenue for this new product is projected at what percent? Or an attitude change or an attitude reinforcement will eliminate the negative impact--of what?

There are other considerations that will be specific to you and to your company. List those. Then consider that there are some costs re-assignable to related functions. Some will be allocable to a training budget; some, allocable to industrial or human relations; some to public relations or advertising programs. The balance will be charged to your budget. How much is that? And now does it make a difference in how you perceive the program?

Don't overlook the opportunities for future re-use. Your people will probably be having other uses in the future, such as for dealer training. Or even if it's for internal staff only, there's new-hire training. And then there's always the customer public relations information and service.

So, finally, is what you come down to is benefits. What is your benefits-grand-total? That's the value of what the company can expect to get back; and that's approximately what the company can afford to spend on this program. . .and get its money back. And that's the budget you can justify and ask for.

Now, there are other elements, too. In the locations comparison (that is, central vs regional vs district meetings; one or several or many) done by "Sales & Management Marketing" [magazine] a number of years ago, we found that *always* the regional meetings was less expensive than the central meeting. The regional meeting was less expensive than the district meetings if it was necessary to purchase or to rent equipment for the particular program. But if the equipment already existed out in the districts, then obviously because of transportation and the large-city costs of the central meeting, the districts would be much cheaper. So keep it in mind: you can save when it's necessary by going small. Yes, you have to travel. Yes, the program has to pony, but there are other ways of getting at it.

Then, when you start correlating your activities, make sure that all of the people know exactly where they fit in the entire scheme of things. . .so that they know what they're producing. .

.whether it's part of make-read or of the event that's here. So, that whole costs/benefits mentality adds the direction to bring to the selection of the meeting types, media, and facilities.

Now, we're down to meeting formats. Your format must accommodate your meeting purpose, not mold it. Each of the program formats has special benefits and drawbacks, and you have to really understand them to know where you're going.

First, there are only two main types of program formats, and they can be combined in the same program but not in the same moment. There's the solution-delivering format. . .and that suggests the need for rehearsal and training. Otherwise, a memo would do the job.

There's also the solution-seeking format which is generally the executive meeting. It's highly structured, and it includes the conference, the discussion, buzz groups, committees, role playing, case histories. . .and also the loosely-structured, such as small groups, brain storming, problem-identifying and problem-solving sessions.

Now, within 'discussion,' there's the debate, forum, panel, symposium, and interrogation. You can find the differences between those in any speech book.

The logical progress of most program sequences are, obviously, from the problem-identifying to the problem-solving conference to the solution-delivering meeting: probably a training session with workshops. And, in all of this, the secret is still KISS. . .this time, "Keep It Straight, Stupid." All media, including video conferencing, must serve the meeting needs, as determined by message, audience, and tools—the three, developed together.

Now, let's see if we can reach some conclusions from all of this.

First, irrelevancies are costly and destructive, and they must go. Good learning and teaching theory must guide all your planning. Literature on AV-learning must be studied. And respected. Your goals must be valuable. . .reachable. . .measurable by tools and practice provided. Refine your techniques. You, yourself, should improve and grow with every meeting you plan.

Never work against the best interests of your participants or expect them to work against themselves. If so, you goof. They will resent the meeting. . .the waste of time. . .and they will come to resent you and your meetings in advance, when announced. You work against yourself when you expect people to sell themselves short.

Spend everything you need to accomplish your goals, as proved by the cost/benefit analysis we've been talking about. Later proofs (that you have indeed accomplished these goals) will enhance your credibility. And if you're insecure, then you'll have to learn. . .or you should resign.

Recognize the necessity of objective judgments, based on objective standards. Both can exist regardless of the industry's preference. 'To refuse to recognize that valid research' is the mark of the incompetent and the unprofessional. 'To proceed once incompetence is established' is unethical.

Recognize that the information explosion and even the explosion of new media types is an opportunity to communicate in new ways, not simply new ways to spend money. Make the hard choices now, or the media will end up controlling you and your meetings—forever.

And, if you make that extra effort toward growth and professionalism, what will you gain? Well, new competence. Therefore, new personal prospects. Probably new stature within your organization, based on the heightened respect of your associates. And certainly a strengthened foundation for self-respect, based on competence in the field. Now, isn't that a worthwhile return on your investment?

The amount of new learning and awareness needed is, for most of us, relatively small. But its judicious application is cogent. And that's where your basic skills and experience and judgment come into practice.

Meetings Management is neither an art nor a science but a synthesis of the two. And when you incorporate into your programs only those elements which can make a specific contribution to your goals, you will be practicing our craft at its most professional level.

You'll notice that we've covered a lot of heavy material without a visual blitzkrieg. And I believe you understood it. Civilization has survived five thousand years of recorded history without film and TV: use them as a tool, not a crutch!

The message is the message. . .and don't you forget it. And if you want to demonstrate that you comprehend my message, just start doing the really important message-identifying and message-protection tasks more carefully. Then you will have achieved, as a result of this session; and I will have achieved through you.

And if you want to endorse my long-standing reputation as the world's handsomest writer, just buy a copy of my new book. I'll get the message.

Thank you. . .and valid meetings to you. . . .

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Professional groups geared to the USER'S viewpoint (YOURS!) gave immediate acceptance to this authoritative how-to text:

"Recommended reading"

mpi

meeting planners international

Achieving Objectives in Meetings—Theory and Practice for Solving Business Meetings Problems/337

Richard Cavalier. Corporate Movement, Inc. Because it is a collage of columns, articles and freshly written prose, this work is less than even. But the author manages to get his ideas on corporate meetings off his chest. His main ideas are exactly contrary to McLuhan's; namely Cavalier believes that the content far overshadows the form. Beyond that, he believes meetings should not be an end in themselves—that form and content should combine to achieve some rational goal for the company. Cavalier lances some of the boils that afflict the meetings game—the types, ripoffs, hucksterism, and freebooting. Sometimes the training theory is a little weak, but there is a lot of useful stuff here. \$14.95.

Training in Business & Industry, Oct. '73

ACHIEVING OBJECTIVES IN MEETINGS

by Richard Cavalier

Corporate Movement, Inc., 219-page hardback

\$14.95

Business meetings and conventions have been complex. Discussion of ideal formulas, the standard "how to" format, is no longer a valid approach to the real problems in structuring and producing a meaningful meeting or convention.

This book is an innovation in "how-to" texts in several ways. It doesn't pretend to be all things to all meeting managers, and so it bypasses the beginner's primer on ashtrays, ice cubes, and seating diagrams. It presents a rationale for every element of the planning, coordination and execution of the meeting. Its information units are self-contained and cross-referenced so you can find needed material quickly. The author recognizes that textbook problems are not the only ones. He builds an understanding of the fundamental stresses and weaknesses of programs both inside and outside the direct control of the meeting manager. As a result, you are better prepared to make the right decisions, even under pressure.

The book is a problem-solving kit for nonpersonal and interpersonal communications, including corporate sales promotion and training; advertising and public relations; employee publications; and syllabus development (with and without lectern scripts) for identifying and correcting people-problems.

The author is also knowledgeable about stage craft and visual media. As a co-originator of convention coordination as a consulting function, he has implemented his methods in the meetings and conventions of many blue chip corporations and major national associations.

Training and Development Journal, January 1974

Achieving Objectives in Meetings. Richard Cavalier, Program Counsel, 4900 Marine Drive, Ste. 811, Chicago, Ill. 60640. 218 pages. \$14.95. 1973.

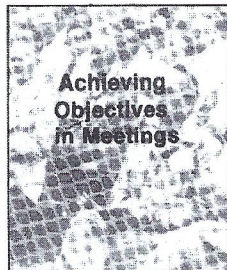
Meeting planners do not have to be told that meetings are demanding or that they require thoughtful management of the myriad tasks and decisions involved in successful ones. We would all benefit, however, from an improved understanding of the relationships of those functions and processes and how we might better control them.

Achieving Objectives in Meetings provides something more than a guidebook of "how to's." Mr. Cavalier identifies the crucial decision areas involved in meeting management, breaking them down into understandable, manageable form.

By viewing the meeting from an almost mathematical perspective, the manager may be assured that each decision will relate appropriately to the whole meeting. He becomes equipped to make each decision an intelligent, authoritative and valid one.

This unusual and enlightening book accepts without question the importance of clearly outlining methods of control to achieve measurable objectives and meaningful goals. Control is the key word and Mr. Cavalier approaches the meeting manager's responsibilities from that perspective using absolutes (always, never, only, etc.) in all instructions. One may choose compromise, we are told, but that is a selection of risk as well.

An excellent communicator who mixes wisdom and wit, he's an exceptional teacher who expresses ideas in measurable terms. He provides, in addition to impeccable logic, appropriate supportive materials which enable the manager to use this text as



an extremely valuable problem-solving kit.

All materials presented are based on two tenable fundamentals which will not necessarily be embraced as truths by all who call themselves meeting managers: (1) meetings are a commitment to convey information and as such attention must be focused on meeting *content* rather than on the package, and (2) the meeting manager is one who controls each of three key elements of the meeting (message and authorities, participants/audience, and support materials/media) to ensure that *communication* occurs. We are taught that the

meeting manager never confuses education with entertainment and to judge each meeting on its educational merits.

The philosophy expressed is the backbone of this book's importance. This rare presentation of the importance of the message is couched in sales terminology. The message is universally applicable to meetings management; the reader must invest energy to translate the information into more general terms and that expenditure of energy will be well repaid.

Supportive materials are excellent. Included are reprints of ASAE's Hotel/Association Facility Contract, a PERT Guide and other valuable worksheets and guides which will carry the planner from early stages of program concept

through final evaluation and conference reports.

The professional who applies the theories presented may measure success in what the author terms the Alpha-Omega of every meeting planner's responsibility, the achievement of (meaningful) objectives.

—C. Penny Hiernu
Chairman,
RMAMPI Resources Committee

Your comments and suggestions are appreciated. If you have materials which you would like to see reviewed in this column, please write: C. Penny Hiernu, Chairman, RMAMPI Resources Committee, 280 Orchard Street, Golden, CO 80401 or call (303) 279-5259.



NEWSDATA

NEWSDATA

SEPT. '79 - PAGE 5

COMPETITION BRAKES GUARANTEE TREND

by Richard Cavalier

Despite increasing pressure by hotels toward longer advance periods for meal guarantees, the 24-hour advance guarantee is not yet dead. Even the emerging new "standard" 48-hour advance period is not firm; and not a single facility contacted was willing to acknowledge or endorse a 72-hour advance period as policy. Standard rule for meeting managers: negotiate guarantee terms or take the risks.

A spot check of perhaps 20 major convention facilities across the country indicates a uniformly restrictive change in hotel policies toward variation in setups on those meals guaranteed. Whereas all hotels were once prepared to serve 10% up or down from the guaranteed count, today most allow 5% up-only; some, 3% up-only. Guarantees for hors d'oeuvres are generally non-variable.

For meeting managers, the net result of the extended guarantee periods and eliminated downs in count is increased problems and additional cost: meals paid but not served, known in the trade as breakage.

But more restrictive conditions by hotels are not entirely unjustified, nor are hotel sales managers unaware of the effect on their customers. Yet the combinations of negotiable conditions are staggering.

The 24-hour period is standard at the Drake in Chicago; the Americana (now Sheraton Centre) in New York, and the Sands in Las Vegas. Ups-only at 5%, 13% and 10%, respectively.

"We hire waiters direct," explains John Raphael, maitre d'hotel at the Drake, "and so we require 48 hours only of a highly variable group. There is absolutely no need for 72 hours notice."

Policy is 48 hours at the following facilities, but 24 hours is common by special arrangement if the group is registered inhouse:

"We're extremely flexible," says Bill Goldring, Director of Catering at the Fountainebleau in Miami Beach (5% ups "To a reasonable number.")

"We take minimum estimates on Friday with a guarantee on Sunday" even though weekends are a problem, according to Lou Wizemann, Director of Catering at the Sheraton Boston. (Policy 5% up-only to a maximum of 5 tables or 50 setups.)

"If the group is registered inhouse, we can go on an educated guess if the earlier estimate is realistic," Otto Riese has found. He is Director of

Catering at the Mayflower in Washington, D.C., (Policy 5% ups; 3% over 1,000.)

"While 72 hours is marvelous for the hotel, it's difficult for the client," Linda Young feels. She's Co-Sales Manager/Catering for Chicago's McCormick Inn. "There's no flat okay for 24 hours, but we'll work with a registered customer who has good credit. The others pay in advance." (5% ups only).

"We understand," assures John Bellour, Catering Manager at the Mark Hopkins in San Francisco. "We prefer 48 hours (5% ups), but will accept 24 with good reason, such as tickets being sold, etc."

Other facilities are relatively inflexible about 48 hours, even if exceptions are conceivable.

Just across Nob Hill, at the St. Francis, Director of Catering Dan McCall insists on 48 hours for minimum guarantee. But he softens the effect considerably by permitting "unlimited ups; we'll set and serve any greater number, although the entree might vary for the adds." To get the best waiters, he orders on Friday noon for a Sunday evening or Monday noon function. "That could work out to more than 48 hours, but by necessity, not policy."

The Hilton Hotel chain is considered to be a 48-hour/3% ups-only adherent in its metropolitan properties. But chain policy forbids local executives from discussing the policy with publications except in writing. However, David Spitzer, Director of Catering at the Palmer House in Chicago, willingly tackled issues. "Weekends are problems because many meat purveyors now deliver only on Mondays and Thursdays. To lose a piece of business because of 48 vs. 24 hours is a dumb way to lose it; we wouldn't let it go." And on setup allowances: "Ten percent is dead; 10% of 1,000 people is too many meals and waiters to get stuck with."

It's 48 hours at the Hyatt Regency Chicago, according to Banquet Manager Frank Moos "unless okayed by top management under exceptional circumstances."

"We can name reasons, including unions, for 48 hour policy," says Edgar Suger, Director of Catering at the Hyatt Regency O'Hare. "But we are in a service business--how can we tell you, 'Our policy or nothing?'" Depending on menu, "We'll bend. Steaks are easy; lobster is difficult."

Despite a 24 hour policy at the Sands, the MGM Grand in Las Vegas is sticking with 48 hours, with 10% ups-only to 500 persons, and 5% over 500. Executive Catering Manager Nick Bunghero

(Continued on Page 6)

Competition Brakes . . .

(Continued from Page 5)

mentions unions as one cause. "Role call at the union is Saturday, 12 noon, with orders due by 11 a.m. for Sunday and Monday. A large facility can't take a chance because service to the customer would suffer" if last minute orders fail to turn up the required number of waiters.

"A 72 hour demand will jeopardize the business," as Raphael De La Vega sees it. He's Director of Catering at Holiday Inn Mart Plaza in Chicago. His policy is 48, but "We have made changes only hours in advance for major repeat customers. If the Catering Manager and Purchasing Manager have a good working relationship, this can be worked out."

Although 48 hours (or 2 business days) is policy at the Marriott O'Hare outside Chicago, "We have done a morning-of guarantee if the group is staying in the hotel," says Joseph Tschaler, Director of Catering. (Policy, 5% ups-only.) "Seventy-two hours is of no value, since the picture often changes drastically within that period."

In short, nobody will refuse to consider shorter-than-policy conditions when the customer's circumstances genuinely require it.

Then where does the concerted effort for longer guarantee periods really originate?

"Breakage is the name of the game," in Ray Hall's experience as Executive Vice President of the Electronic Representatives Association, Chicago. The group has met in countless facilities at home and abroad.

"Food and beverage managers sitting with accountants have decided that a certain amount of profit will be made on breakage. They don't want to lose it," Ray Hall believes, "and they don't know how to deal with a client who understands that." Ray refuses to accept standing policy and has often won same-day guarantees from major facilities. In his opinion, the menu is the determining factor.

"Sit down with the chef and find out his problem. Ask him, 'What do you need by meal and menu?' Don't expect him to give you beef wellington on short notice." Such a conference worked to everyone's satisfaction at the staid Grosvenor House in London," Ray recalls.

But most meeting managers are not anxious to fight the proliferating conditions—they have too many legitimate problems already. Their attitude is best summed up by Mary Lou Wolf, a multiple manager of associations in Chicago, including the

Chicago Society of Association Executives.

"I'll go along with the hotel whenever possible," she says. When 48 hours is necessary, "it is understandable and acceptable." But given walk-ins and no-shows, "72 hours is harsh and unrealistic." However she cautions that her situation is typical because "over the years, I have come to know the members' habits; there are few surprises."

Each side is ultimately responsible for its own problems, of course. But if a trade-off must be made between time and personnel factors, shouldn't it be the customer's choice?

Conference Proposals Mailed

Proposals to MPI member hotels to be headquarter properties for future MPI national conferences have been mailed.

The MPI Board of Directors states that these proposals are for the years 1983 and 1984.

The cities involved are New York City and St. Louis, Mo for 1983 and the Rocky Mountain area and Houston, Tex. for 1984.

Proposals for 1981 and 1982 have been received and are being evaluated. These cities are Toronto and Atlanta (1981) and Wash. D.C. and San Francisco (1982).

It May Speed Up Delivery . . .

Does MPI Headquarters have your mailing address? Not a P.O. Box number but a numbered street address?

Seems that MPI is often required to forward rather heavy and large-sized items to its member and UPS (for example) is the economical method used.

However, UPS doesn't deliver to a P.O. Box so the item is returned. UPS must have an address.

Such items as Interface Profiles, books, plaques and other weighty material are being returned to us. If you have a P.O. Box we would appreciate an update.



Meeting Planners International

Ruth Ann Zook
Meeting Resources Coordinator
660 Humboldt Street
Denver, CO 80218
(303) 388-6809

February 15, 1985

Richard Cavalier
4900 Marine Drive
Chicago, IL 60640

Meeting Planners International, a not for profit, educational and professional association, is preparing a handbook of writings on meeting management topics. We would like to photocopy the selections cited on the enclosed form and include them, giving you full credit.

The 200 page (approx.) handbook, titled MPI Meeting Professional's Handbook will be in looseleaf form, in English, and, with a few other items, will be part of a learning kit. We plan to prepare 1000 copies to be offered primarily to members in the U. S. and Canada in late spring/early summer 1985. The price, based on production costs, has yet to be determined.

Kindly indicate your permission by signing the attached form. Please indicate how credit should be given.

If you have any questions, don't hesitate to call me.

Sincerely,

A handwritten signature in cursive script that reads 'Ruth Ann Zook'.

Ruth Ann Zook
Meeting Resources Coordinator



BOOK REVIEWS

Re-reviewed 6 years later
in "MEETING NEWS" magazine
in July, 1979

meeting manager never confuses education with entertainment and to judge each meeting on its educational merits.

The philosophy expressed is the backbone of this book's importance. This rare presentation of the importance of the message is couched in sales terminology. The message is universally applicable to meetings management; the reader must invest energy to translate the information into more general terms and that expenditure of energy will be well repaid.

Supportive materials are excellent. Included are reprints of ASAE's Hotel/Association Facility Contract, a PERT Guide and other valuable worksheets and guides which will carry the planner from early stages of program concept through final evaluation and conference reports.

The professional who applies the theories presented may measure success in what the author terms the Alpha-Omega of every meeting planner's responsibility, the achievement of (meaningful) objectives.

—C. Penny Hiernu
Chairman,
RMAMPI Resources Committee

Your comments and suggestions are appreciated. If you have materials which you would like to see reviewed in this column, please write: C. Penny Hiernu, Chairman, RMAMPI Resources Committee, 280 Orchard Street, Golden, CO 80401 or call (303) 279-5259.

Achieving Objectives in Meetings.

Richard Cavalier, Program Counsel, 4900 Marine Drive Ste. 811, Chicago, Ill. 60640. 218 pages. \$14.95. 1973.

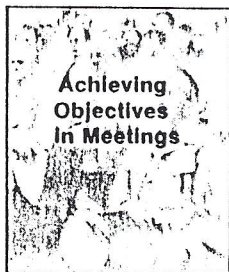
Meeting planners do not have to be told that meetings are demanding or that they require thoughtful management of the myriad tasks and decisions involved in successful ones. We would all benefit, however, from an improved understanding of the relationships of those functions and processes and how we might better control them.

Achieving Objectives in Meetings provides something more than a guidebook of "how to's." Mr. Cavalier identifies the crucial decision areas involved in meeting management, breaking them down into understandable, manageable form.

By viewing the meeting from an almost mathematical perspective, the manager may be assured that each decision will relate appropriately to the whole meeting. He becomes equipped to make each decision an intelligent, authoritative and valid one.

This unusual and enlightening book accepts without question the importance of clearly outlining methods of control to achieve measurable objectives and meaningful goals. Control is the key word and Mr. Cavalier approaches the meeting manager's responsibilities from that perspective using absolutes (always, never, only, etc.) in all instructions. One may choose compromise, we are told, but that is a selection of risk as well.

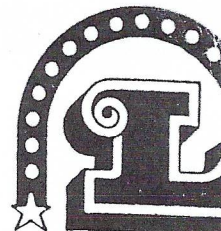
An excellent communicator who mixes wisdom and wit, he's an exceptional teacher who expresses ideas in measurable terms. He provides, in addition to impeccable logic, appropriate supportive materials which enable the manager to use this text as



an extremely valuable problem-solving kit.

All materials presented are based on two tenable fundamentals which will not necessarily be embraced as truths by all who call themselves meeting managers: (1) meetings are a commitment to convey information and as such attention must be focused on meeting *content* rather than on the package, and (2) the meeting manager is one who controls each of three key elements of the meeting (message and authorities, participants/audience, and support materials/media) to ensure that *communication* occurs. We are taught that the

This title has survived as a slogan despite defunct publisher.



HOWARD
LANI
PRODUCTIONS, I

59 EAST 54th STRE
NEW YORK, NY 100
212-752-0960

June 29, 1984

Mr. Lincoln H. Colby
Director of Field Communications and
Development
Merck Sharp & Dohme
Sumneytown Pike
West Point, Pennsylvania 19486

Dear Linc:

It was good to see you in Washington, and I appreciate your invitation to formulate some examination questions on entertainment certification program.

ML/kl

cc: Susan Armstong
Doug Heath

ainment in the Body of Knowledge.
face would be an understatement.
ertainment for
ainment

P.S. Are you familiar with the work of Richard Cavalier? In my opinion, his book, Sale Meetings That Work, is the best book that has been written on the subject and one that would surely appeal to your own bias for truly educational meetings. I strongly recommend this book and Cavalier's previous work be included in the certification program's bibliography.

Mobil Chemical Company

PLASTICS DIVISION

MACEDON, NEW YORK 14502
TELEPHONE (315) 986-6111

May 16, 1983

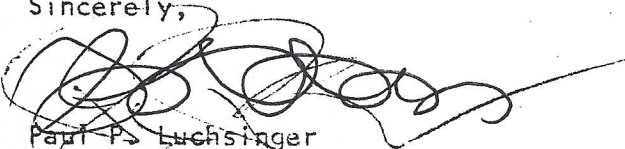
Mr. James Flynn
Account Supervisor
Motivation Media, Inc.
1245 Milwaukee Avenue
Glenville, IL 60025

Dear Jim:

I am pleased to report a very favorable response to the Baggies presentation in the Philadelphia market. John McKenna, our Mid-Atlantic Division Manager, presented the whole Baggies program to our Philadelphia broker; the total program took approximately two hours. The Philadelphia broker staff was highly complimentary of both the style and content of the sales meeting; they indicated that it was one of the best presentations that they have seen in the past 2-3 years. They indicated it had the right pace of light humor as well as good meaty facts that are needed for trade presentations. The mix of cassettes and slides was nicely balanced for the total presentation.

We really appreciate all the extra work that was necessary to get this presentation done in a short time. Please pass our compliments along to the balance of your staff.

Sincerely,


Paul P. Luchsinger
V.P. Marketing/Sales

PPL/ljw

cc: A. Ferrari
F. Hermann
M. Neelly
M. Sweeney
B. Dannenmaier

Dick

*I thought you
would be interested
in this letter
Thank you for another
great job*

Jim



CLC INC.

Divisions:
DESTINATION
MANAGEMENT SERVICES
MEETING
MANAGEMENT SYSTEMS

3935 First Avenue
San Diego, California 92103
619-299-2200

November 25, 1985

Mr. Richard Cavalier
CAVALIER INDUSTRIAL WRITING
4900 Marine Drive
Chicago, IL 60640

Dear Richard:

I did not want any more time to pass without writing to let you know how much I enjoyed our phone conversation in September.

People who are ahead of their time are often misunderstood... until the masses catch up and then those same people suddenly become very smart. Our industry is just now beginning to see your message. ||

Your book has been a great help to me and I hope we will have an opportunity to work together on some future projects.

Enclosed for your information is our **Meetings and Conventions** concept and Type 1 Client Profile.

When I am in Chicago for the June, 1986 Meetings and Conventions Dialogue program, I will contact you and hopefully we will have an opportunity to meet.

Cordially,

Cari Lyn Vinci
Director
MEETINGS & CONNECTIONS

/lbp

Nota. 6/10

Books

¶ Richard Cavalier's *Achieving Objectives in Meetings* (Corporate Movement, New York City, 219 pp., \$14.95), subtitled *Theory and Practice for Solving Business Meeting Problems*, is as thorough a manual as a meetings manager would ever want to have. Cavalier, a contributing editor to SM and an established authority in the field, gives a comprehensive explanation of the theory behind meetings, and their successful production, in the first 20 pages of the book. The balance, containing reprints of his published articles, covers the practice of meetings. Topics include the message, the agenda, coordination, handling hotels and suppliers, and meetings held abroad. "Analysis forms"—checklists and evaluation sheets whose attention to detail borders on the obsessive—are included in each chapter. Logically presented, useful information, but not meant for beginners. ■

—ANDREW KAPOCIUNAS

SALES MANAGEMENT FOR MAY 13, 1974

EVENT PLANNING GUIDE

Teleconferencing slowly taking hold

By Diane Freeman
Business Report Correspondent

In the post-9/11 world when fewer business people are traveling, more videoconferencing centers are opening up in Northern Colorado to accommodate business users and the general public.

But some have been at it for a while. Kurt Woolner, store manager at the Kinko's shop at 226 E. Harmony in Fort Collins, said the location has offered videoconferencing for about five years.

"It's in one room with multi-point hookups, seven points across the country," he said.

The videoconferencing center costs about \$150 per hour, Woolner said.

"It's primarily businesses that use it as an alternative to business travel," he said.

Overall, usage of the service has increased about 25 to 30 percent since it became available, he said. There also was a sharp spike in the increase shortly after the terrorist attacks on Sept. 11, 2001, but that has slipped some since then, he said.

"It's just an extra service that we offer. It's not our core business by any stretch," Woolner said.



STEVE PORTER • THE BUSINESS REPORT

VIDEOCONFERENCING EQUIPPED — Kinko's shift supervisor Chris Campbell demonstrates how the videoconferencing equipment works in the copy company's 226 E. Harmony Road location in south Fort Collins. Videoconferencing has become more popular in the wake of the Sept. 1, 2001, terrorist attacks.

2 to 3 conferences a week

Generally, the store accommodates two to three videoconferences a week, or about 10 to 12 hours of videoconferencing a week, he said.

"Often, it's the same people who are using it again and again," Woolner said.

Frequently, business travelers to Fort Collins will use it to connect with people in their headquarters offices, he said. Usually, a single individual will use it rather than a group of people.

"We do occasionally see people using

it for personal use. There have been occasions where people have used it for birthdays," he said.

For example, someone who can't travel to a relative's or friend's birthday party or reunion might want to participate in the party through videoconferencing, he said.

The room holds one video camera and there are hookups for users' computers. It also has two large screens for multi-point conferencing.

"There are ways to do presentations on the screen," he said.

The Fort Collins Marriott Hotel recently renovated its meeting space area and now offers videoconferencing to guests and groups meeting there, said Sarah Harding, event manager.

"We have the capabilities to do videoconferencing or Web conferencing," she said.

Web conferencing similar

Web conferencing is similar to videoconferencing, but instead of transmitting to another location it is transmitted over the Web. It can even be stored and broadcast later, she said.

Harding said groups began asking for the videoconferencing services about a year ago.

"It hasn't become a real popular

See TELECON, 33

TELECON, from 16

thing yet, but it's an emerging trend. We recently renovated all our meeting space for about \$100,000, including new sound and video equipment," she said.

Sometimes organizations meeting at the hotel will bring some of their own videoconferencing equipment and also use some of the hotel's equipment.

The charge for entirely using the hotel's equipment and its high-speed Internet access is about \$2,000, she said. "That's top of the line."

Sometimes the group may want to video just the speaker and other times it may want to video a larger group of people, she said.

The Marriott, built in 1985, has 230 guest rooms and 15,000 square feet of meeting space.

It also offers high-speed Internet access in guest rooms and recently went wireless with those capacities so

there are locations throughout the hotel where guests can use wireless to access the Internet, she said.

Site meeting opposition

Richard Cavalier, a Los Angeles-based author and expert in the meetings business who consults for various corporations, said videoconferencing has not spread quickly because site meetings are still heavily promoted by hotels and other travel-related businesses.

"The (meetings) industry has been dominated by suppliers," he said. "Videoconferencing is catching on very slowly," he said.

Many groups do not need to travel to hold sales meetings or even training meetings when they could reduce costs by using videoconferencing, he said.

Cavalier noted that there are various types of equipment for videoconferencing that can connect up to six offices. "They can tie all their regions together and everyone can see and hear everything and discuss it," he said.



SEPT. 5-18, 2003

THE NORTHERN COLORADO BUSINESS REPORT

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Meetings & Workshops

ACHIEVING OBJECTIVES IN MEETINGS. By Richard Cavalier. 218 pages. Corporate Movement, Inc., New York. \$15.49.

ALL TOO OFTEN, meeting organizers spend most of their time on meeting mechanics—counting bodies present, the hotel decor, the food service. They ignore the actual purpose—communicating a message, says author Richard Cavalier.

His new book—*Achieving Objectives in Meetings*—focuses on planning, coordinating and executing meetings with the message in mind.

Cavalier looks at two broad areas:

- *The meeting message & meaning.* He shows how to determine a meeting's purpose and measure its success.
- *The speaker as authority.* He shows how meeting leaders must pace their program according to their working agenda.

THE PHAETON RIDE. By Forrest McDonald. 248 pages. Doubleday. \$7.95.

MARKETERS—perplexed by increasing shortages of products and raw materials—might as well get used to the problem, thinks historian Forrest McDonald.

In his new book—*The Phaeton Ride*—McDonald suggests it's all the result of American history and traditions. Our society has become conditioned to the pursuit of wealth.

Unfortunately, there's only so much real wealth to go around. The law of diminishing returns is setting in. Ergo: the product shortages.

McDonald shows how seemingly unrelated—even antagonistic forces—have promoted the American tradition responsible for the current economic situation:

- Jefferson's agrarian creed encouraged Americans to develop the country's land for economic gain

Within these contexts, the book offers practical advice on how to understand and control the entire content of a meeting.

In workbook-type format, the author includes self-help forms which can be used in organizing a meeting.

Forms provide aid on:

- Audience profiles
- Banquet show bid comparisons
- Committee guides and reports
- Meeting justification guides
- Message profiles

Whether you're planning one meeting or many, *Achieving Objectives in Meetings* will prove helpful and insure that your meeting accomplishes its purpose. □

Hamilton sought to impose northern commercial rules on the whole nation

- The Civil War and the emergence of railroads stimulated an increase in production and an improvement in the material quality of American life

- Roosevelt's New Deal—with its public works programs—made failure in the country almost impossible

Today, organized labor, the federal welfare and tax systems, massive bureaucracies, and the great corporations have become interlocked. Together they work toward building elusive wealth, the author maintains.

In his historical, fascinating, and most of all, disturbing argument, McDonald says there isn't any way out.

In the meantime, America—accustomed to its abundance and unwilling to give it up—will become what McDonald calls "a self-devouring society" as it tries to obtain the unobtainable. □



The New Math on Meetings

The conference and events industry is back and means business

By Rob Lovitt

If you listen carefully, you can almost hear it. It's the sound of meetings being planned and contracts getting signed. After two years of negative publicity and declining bookings, the meetings and events industry is finally rebounding. Now, though, the tone is productive business, not expensive boondoggles.

"As a conference center, everything was packaged together," says Lafrentz. "I didn't have to pay for every Coke and every cup of coffee, which drives me nuts."

Sitting in her office at Globalpress Connection Inc., in San Jose, California, Irmgard Lafrentz has a great view of Silicon Valley. The current state of the events industry, she says, is "a little better than it was a year and a half ago." It's a little better, she says, because she's been honed at Globalpress Electronics Summit. "I brought together company executives and journalists for four days, one-on-ones and group sessions. When planning the event at the hotel, Lafrentz decided to cut the 2010 summit at Chaminade Resort and Spa, a conference center in the hills above nearby Santa Cruz.

Sounds simple enough, but this move heralds the new world of meetings and events, where a rebound in the business has been matched by a newfound focus on cutting costs and maximizing a return on investment instead of an arms race to blow the budget on entertaining diversions.

"Expensive boondoggles"? Acknowledged after only 3 or 4 decades? Shouldn't meetings always have been serving "productive business."

VIDEOCONFERENCING'S CHANGING PICTURE



It's not just for business anymore. But until bandwidth problems are solved, it's not clear just who it is for. *

BY MIKE MATTHEWS

A business trip to San Diego last June didn't keep John Gould, high school superintendent in Marsville, Pa., away from graduation. Gould delivered his remarks—on the impact technology will have on people's lives—to the school's 80 graduates via a videoconferencing link connected to a 36-inch

TV screen in the school's courtyard. A "teachable moment," he pronounced it. "Pretty cool," in the judgment of class senator Eric Chapman. "I don't see why he can't be here," grumbled Eric's mother, Doreen Chapman.

In South Dakota, Gov. Bill Janklow's avowed ambition is to use videoconferencing to level the educational playing field, putting rural school dis-

tricts on an even footing with their counterparts in the city. A planned Digital Dakota Network will ultimately connect school districts across the state and provide them with access to specialty classes and master-level teachers.

Videoconferencing, the tool that a few years ago was poised to transform business communications, is suddenly riding a popularity spurt in

* The same publisher owned convention and sales magazines, too. Silence on VC merits!

MIKE MATTHEWS is a Minnesota-based business writer.



NOTE: Any 'problems' were solved long ago. But when is the last time that you saw the benefits of video conferencing extolled in a meetings-industry magazine? One old freebie meetings title has recently been purchased by a travel company. Does that tell you something?

Too good to believe? Here are excerpts from published reviews of “Achieving Objectives in Writing”:

“Undoubtedly one of the best”/ MPI News Letter, 1973.

“An excellent communicator who mixes wisdom and wit, he’s an exceptional teacher who expresses ideas in measurable terms. He provides in addition to impeccable logic, appropriate supportive materials which enable the manager to use this text as an extremely valuable problem-solving kit”/ Penny Hiernu, RMAMPI, “Meeting News” magazine.

“A comprehensive volume with a great deal of common-sense guidance and information, some innovative suggestions, plus a good introduction to PERT-type planning”/London Convention Bureau.

“You are better prepared to make the right decisions, even under pressure”/American Society of Training Directors, “T&D Journal.”

“At the opposite end of the McLuhan pole. Exposes himself as a knowledgeable stagecraft and visual media coordinator”/McGraw Hill, “Keys to Industrial Marketing.”

“As thorough a manual as a meetings manager would ever want to have”/ “Sales & Marketing Management” magazine (RC was four-year meetings columnist there).

“Whether you’re planning one meeting or many, AOM will prove useful and ensure that your meeting accomplishes its objectives”/SMEI “Marketing Times.”

“Should be of interest to meeting and convention managers of all persuasions and degrees of expertise”/ “Insurance” magazine (full page review).

“A lot of useful stuff here”/ “Training in Business & Industry”

“Useful to anyone planning an extensive conference”/ “Christian Leadership” Letter (World Vision Int’l).

Also noted by “Business Week”; Journal of the American Society of Association Executives; Crain’s “A&SP” Public Relations Society of America; and “Working Woman” mag.

END

me as a manager is to watch someone the system has labeled as just average or mediocre really come into his own, all because someone has listened to his problems and helped him solve them.

Of course, the more common way to communicate with your people is to talk to them as a group. Public speaking, which is the best way to motivate a large group, is entirely different from private conversation. For one thing, it requires a lot of preparation. There's just no way around it—you have to do your homework. A speaker may be very well informed, but if he hasn't thought out exactly what he wants to say *today*, to *this audience*, he has no business taking up other people's valuable time.

It's important to talk to people in their own language. If you do it well, they'll follow you. If you don't, they won't. When they begin to respect you, they'll follow you to the death. The reason they're following you is not because you're providing some mysterious leadership. It's because you're following them.

That's what Bob Hope is doing when he sends an advance man to scout his audience so that he can make jokes that are special to them and their situation. If you're watching on television, you might not understand what he's saying. Nevertheless, the live audience always appreciates it when a speaker has taken the trouble to learn something about who they are. Not everyone can afford an advance man, but the message is clear: public speaking does not mean impersonal speaking.

Although I could probably speak off the cuff for two hours, I always work from a script. Speaking extemporaneously is simply too exhausting. I compromise by using a prepared text and deviating from it whenever I feel the need.

When I speak to a group at Chrysler, I'm less likely to be entertaining than when I'm on the dinner circuit. With my own people, my goal is to be as direct and as straightforward as possible. I've found that the best way to motivate them is to let them know the game plan so they can all be part of it. I have to explain my own goals, just as the other executives have to set their own objectives with their supervisors. And if they meet these objectives, they should be rewarded with more than kind words. Money and a promotion are the tangible ways a company can say: most valuable player.

When you give a guy a raise, that's the time to increase his responsibilities. While he's in a good frame of mind, you reward him for what he's done and, at the same time, you motivate him to do even more. Always hit him with more while he's up, and never be too

**Note: The excerpt is from the book
“LEE IACOCCA: An Autobiography by Lee Iacocca.”**

Several observations:

**First, it sounds a lot as if the man is saying,
“Have A Concise Message.”**

**Second, he's making a distinction between
private small talk and group communication.**

**Third, he's telling you not to wing it--that
suggests your making an agenda.**

**Fourth, he believes that your practice of the
message prior to the event will help to get
you to your goal of valid communication. And
all of that in one paragraph from a man who has
proved that he knows how to get things done.**

Wake Up!

(And Reclaim Instructional Design)

The Internet doesn't instruct. Learning styles are irrelevant. The 'Nintendo Generation' learns the same way as the rest of us—and other heresies from instructional technology pioneer M. David Merrill.

M David Merrill is an increasingly vocal critic of what passes today for computer-based training (CBT) and multimedia learning. It is an unlikely role for the Utah State University professor of instructional technology.

Indeed, Merrill was a pioneer in the early days of CBT. He earned his Ph.D. in educational psychology at the University of Illinois in 1962, writing his thesis on an instructional system called Socrates—a contemporary of the legendary PLATO computer-based instructional system. In the early 1980s, Merrill led a team that developed the authoring system for the TICCIT CAI system. A reviewer at the time called it "the most advanced interactive video authoring system available." Merrill's component display theory and elaboration theory were featured in the 1984 *Annual Review of Psychology* as major contributions to instructional psychology.

Beyond his work as theoretician, researcher, and pioneering practitioner. He has authored 10 books, founded and managed three instructional technology companies: Microteacher Inc., and River Park Inc. In 1989 he was selected Person of the Year in

**35 YEARS FROM
MC
RC'S THEORY &
PRACTICE TO
SCHOOL PROOFS!**

