

Field - Speeches
"Leadership
Training Course"
1964

HUBERT H. HUMPHREY, JR.

From
ALAN W. GILES
Minneapolis Chapter, Inc.
American Institute of Banking

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MAYOR'S OFFICE

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Hubert:

A belated thanks for
your splendid talk at our
Leadership Clinic.

Attached you will find a
transcript of same. Fink's
and Simmons' remarks are
particularly good (in addition to
your own, of course.)

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"OPPORTUNITIES AHEAD"

by

Walter W. Finke, Executive Vice President
Minneapolis Chamber of Commerce

I think the A.I.B. is to be congratulated upon instituting as part of its endeavour here in this community, this course in Leadership Training. I have always had a great admiration of the work A.I.B. does along the line and the principle that you, who have chosen banking as a profession, may through A.I.B. continue to educate yourself on your own hours and your own time in improving your technical knowledge in your chosen profession.

When asked to open this series, I was honored, and I want to use the opportunity to start you off on this series with what I think are basic reasons behind the decision of your officers and directors to establish this very course. Very good and fundamental reasons for taking some of your time and interest for this subject of Leadership Training. As a matter of fact the reason is as basic as the great contest in which the world is now employed between two sources of influence. We are now trying to thrash out the future of this world of ours on the basis of one of two ideologies. The first as expressed by Americans; the second as expressed by the Soviets and Russia and carried forth by the countries under its dominance and sphere of influence. Between the two is a basic difference in how people should live. The freedom which we enjoy in America to pursue our own way of life or a Russian dictated way of life. An important element in our approach to life is this idea of leadership. We often hear an expression that isn't quite correct in my judgment. "This is the day of the common man." Whatever the intent behind that phrase is, it is inept and inaccurate. In our system of life in America, this is rather the day of the "uncommon man" and "uncommon woman". When you have a system like our American system which is based on the fundamental right of man and individuals, it must be a system which recognizes and depends on leadership--individuals who have the spirit, energy, and vision to become uncommon. My basic belief is that the American system, which we are now attempting to prove is the best of these two ideologies, is a system which goes back to the ideals of

leadership.

A.I.B. in your regular courses tries to develop leadership in your profession. These five sessions and the general item which I am discussing is devoted toward developing leadership. Leadership in one's own business is a basic and fundamental contribution of more than an average share to the common welfare of a nation and a way of life in this world. That contribution of leadership is in a sense the price we pay for the opportunity of becoming leaders in our own business--in general to live our own life according to our own dictates to freedom and opportunity. Unless we accept the basic fact that in America there is a price to pay, we miss the point of the making of a leader. The premium is on the uncommon man and woman.

It is likewise true that no system of government demands so much voluntarily as ours. In the Russian system it is a matter of reading the book of regulations. Not only the work they are to perform but also the method in which leisure is to be spent; social coming and going is regulated. There is only one group to follow. No great responsibility. No opportunity for leadership. Those who aspire to lead are stricken down.

Quite the contrary is true here. We do demand under this system of ours much more than occupies our time in one's own business. We demand constructive participation in government, in the affairs of our people, in the affairs of all social agencies, neighborhood organizations, civic groups in the city, state, and nation. We demand and must receive the participation of those who have leadership qualities if the processes of democracy are to continue and a better welfare of America is to continue. Those who have recognized what their abilities are know that to gain recognition there is this additional responsibility most, if not all of us, must fulfill.

I will try and analyze for you the qualities which go into this component called leadership. I don't think it is one definite piece of material or one trait of character but a combination of many things. It is something like the chemists and pharmacists who pour many kinds of fluid into a vial before they bring

forth the desired result. I call it a component.

I might say that in regard to this course, I have a further substantial interest in the work you are doing. During my 3½ years' service in the Navy, I had occasion to work with many young men--young men who were learning the elements of leadership. These retained implements will become tremendously important in the worth and success of this nation. Some of the products are beginning to emerge. Young men coming into positions of importance in the various states, in positions of leadership in our great partisan parties. Young men who have spent some time in the application of principles for the need of leadership ability as one of the essential elements of life in our nation.

What are the elements? I have four which seem to be key items. Acknowledged items that I think are basically important.

The first I would mention is the need to develop a habit of logical thought. That seems as simple as an old shoe. It is so important and so fundamental in this business of democracy, that we should emphasize it and re-emphasize it. What we need in preserving the system and welfare of a democratic nation is this thinking straight. In business affairs, in matters that concern business interests, in disputes, in various points of view, there should not be such a thing as snap judgment. Always be willing to think through the problem that has been presented. This business of thinking through a problem or an issue takes mental effort. You can't think through charter reform, traffic regulation, tax revenue, etc., unless you are willing to give time and mental effort.

As you develop in leadership--your presence here is testimony that you do have it in some degree--you must develop the habit of logical thought. I think discussion on mute points do help clarify your thought processes. An acceptance that it is justified by you because it has been thought through and not based on bias. An acceptance that is justifiable to you because you have thought this thing through step by step. Situations have been reached from purely local problems to problems that relate to the whole world. We are called upon to make a reasonable effort to entangle the difficult problems that face our nation. Need of habit of

logical thought on matters that relate to the affairs of our community and country is such an effort.

The advantages of logical thought to our own groups, and clubs, and committees are important. Committees are the very thread of this system of ours. People around a table which is conceded to the majority of the group is the simplest organizational form of our democratic system of life. Nothing is more fatiguing than sitting through a meeting with one person who cannot think logically.

Second. Learn to be articulate. You can't have leadership without the ability to present forceably and clearly points of view, opinions, facts, and information. By that I don't mean that everyone must become a great and polished public speaker. You cannot be heard in a written sense as well as a spoken sense. Be articulate about your ideas and viewpoints. American labor is to be congratulated upon the ability which it has developed to be articulate. It has learned to conduct its own business and express its point of view.

Not only understand an idea but convey it. I find it is missing on the part of so many who should be leaders who are not articulate in their business and problems. Society is not only people of influence but large groups of people. Be articulate with your friends. Express articulately some of your convictions about your work and beliefs. Be able to attend a meeting and stand up and say what you might think, not with brilliant paraphrases, but with directness and clarity. There are so many whose ideas are sound, who lose much greatness because they can't say what they mean in simple and direct language.

All of the meetings you attend at the A.I.B. ought to be used as a wedge in becoming more articulate. Better equip yourself in expressing your thoughts to give them the maximum force and influence on the minds of others. I think, possibly, one of the indications of this desire for articulateness is indicated by the number of people over the nation who constantly are signing up for courses--at rather excessive fees--that purport to teach speech. We ought to think of being articulate in a broader sense--a real factor in our own advancement. Everyone should be striving for it day in and day out. As we can get more people who are articulate,

we get more yeast in this nation of democracy and help to move it along in progressiveness.

Another important element in this component is to develop the habit of constructive participation in group action. The qualities of leadership are never translated in terms of a solo. You can't be a leader with yourself. As you have developed the other attributes, you have got to try them out through this medium of group action. The way we operate is through the group. Leadership is a reciprocal two-way process. Quality of leadership comes from leadership within the group. You can't use these qualities unless you have the willingness, unless you take the time, unless you have the energy to fulfill them in group action. By assuming a reasonable amount of responsibility over and above your hourly work in your own profession, you should never be without some form of group action--the means by which the quality of leadership is constantly being shaped.

In addition, there must be a willingness not to monopolize the committee. Willingness to accept the democratic principles of compromise. All progress is made by compromise; to find a new higher ground from which further accomplishments can be made. This matter of learning the habit of logical thought includes willingness to compromise.

The last thing as a necessary element of this component of leadership is a reasonable working knowledge of directing group action. What I am saying is that if you are developing your qualities of leadership, you ought to know a few things about how meetings are run. You ought to know something about what a motion is, who can make a motion, what's done with it after it is made, some of the simple forms necessary in the good conduct of a meeting under a good officer. All the simple directions by which we Americans all participate in this business of making this country go ahead. They are an essential part of the tools that every leader should have as he or she moves ahead. Either you have a way to do business or you have chaos. The result is a complete waste of time unless you have an organizational method of doing business in arriving at some agreement or disagreement. There is a need for this element of a reasonable knowledge of directing group organization.

You do it by attending meetings, by asking someone about it, by reading a paragraph of Robert's Rules of Order. You can do it without expending a great amount of time. You ought to accept that as one of the essentials and fundamentals in this component we are trying to present.

These are four basic elements that I believe you must have if there is to be reasonable success as a leader. Habit of Logical Thought. Learn to Be Articulate. Habit of Constructive Participation in Group Action. Reasonable Working Knowledge of Directing Group Action. Without these four basic elements, I don't see how the rest that can be added to the component can be of much importance.

We say "Opportunities Ahead", and, of course, opportunities ahead is the reason why we think now about the need of Leadership Training. If we didn't have a basic faith in the fundamentals underlying our system of government as against a system that strikes down individuals to the lowest level, there would be no need to expand. We must demonstrate to the entire world that it is the best of the two ideologies now facing the world. Stassen has pointed out in his articles that in his visit to Russia, they were only interested in getting him to say that the system in America was doomed to collapse. We can prove that we have an economic system that will continue to go forward and at the same time continue to recognize the dignity of the freedom of the individual. We can meet the challenge of the Russian ideology, and convince the world that democracy is the only lasting system based on leadership qualities. This business of leadership training is fundamental to developing, improving, and shaping leaders who can see that our system does not fail.

"SPEAK UP"
by
John G. Simmons
A.I.B. Speech Instructor

There are three rules in speech. Stand up. Speak up. Shut up. Those were given to me years ago by an old speech instructor, and I will follow them tonight.

I am glad to come here to be the second one in the series of Leadership Training. I want to begin by telling you that this matter of Speaking Up is one of the fundamentals of successful leadership. We need only to look--in the importance of speech--to the recent war in which Adolph Hitler was able to command and sway the multitude by the way he could speak up. The same can be said for Churchill and the late President Roosevelt. They are people who could stand up and speak up, and people were swayed by the millions. It isn't what you know, but how well you can say what you know.

I believe most important is the necessity of self confidence so that you can express yourself. Most people tell me they are afraid. They suffer from stage fright. They get a hollow feeling in their stomach, or they feel perspiration on their palms. They get terrifically nervous so that they can't stand up.

Fear of a speaking situation is no different than fear of any other situation. There is never a time when there isn't the fear within you. I have given many, many speeches, and there isn't a single time that I don't have a sense of nervousness, being on edge, being somewhat afraid of the moment. If there weren't this fear, I wouldn't do a good job speaking.

I have played football and baseball in high school and college. There never was a time in which I didn't find myself all keyed up. In every single athletic situation, if you aren't up to a high pitch, you don't play well. If you aren't nervous, you didn't let nature take its proper course.

You never get rid of it. But you can control it. The more you speak, the more opportunities you accept to speak, the more you are going to be able to control fear. To develop self-confidence, you have to understand that fear is a very normal and natural state. There is nothing to fear of being afraid. As our

late president stated, "We have nothing to fear but fear itself".

I am just going to mention a few other points in overcoming fear. You have got to understand your own self. What makes you up? What kind of a person are you? If you are by nature a very nervous type, your reactions are going to be different.

Always have some worthwhile purpose for speaking--some conviction. In my A.I.B. speech class, the first thing I say is, "I want you to get up and tell about yourself". Why? Because they ought to be interested in themselves. Or "Come in and make a speech on your hobbies". "Tell me what you do at your job". Therefore, if you are going to overcome fear, have a purpose, have something to say.

One interesting exercise that you can do is to start out with the alphabet and see how much emotion and feeling you can put into it. Lose yourself. Put emotion and gestures in it. See if that doesn't make you lose yourself.

The second thing, you have to train your voice--the voice you have--effectively. Not everyone has a golden voice. Some have physical handicaps. If you have a cleft pallet, naturally, you will have speech difficulty. Even if you have a reasonably good voice, you may not be able to use it effectively. You may not know how to breath. You cannot speak effectively if you have a poor method of breathing. Breath from your waist. One good exercise to teach you to breath--to have control and good breathing--is to whisper. Say "what" and whisper it. Use other effective exercises. I have never known a singer who doesn't take exercises. I have never known a piano player who doesn't play scales.

Such things as pitch, rate, and intensity--those are all parts of the voice. Occasionally you develop a falsetto. This may be caused by extreme nervous tension or fatigue. One hour's speech is the same as if you had done eight hours of manual labor.

Good speech comes from exercises. There are numerous exercises I use in my classes. Develop your voice. Loosen up your jaw. Warm up as in football or track. If you have trouble with "s" sounds, read sentences containing lots of "s's". Learn to use the voice you have as effectively as possible.

One more thing in connection with training your voice. I think it would be a very effective thing if we would get a recording machine and let each of you make a two or three minute speech. You will find that you don't recognize your own voice. I think it would be very effective for you if that could be done and then let someone analyze your voice. This could be done in connection with the speech class at the A.I.B.

Third thing. You must learn something about the matter of speech preparation. "First you tell them what you are going to tell them, then you tell them, then you tell them that you told them".

One of the biggest difficulties of the speeches of the students is they want to confuse it. They want to confound it. They don't want to make themselves clear about it. I often ask each one, "What did you get out of the speech"? Each one got something different, precisely because they didn't do a good job about the preparation of the speech. Preparation of a speech requires just four points: Introduction, Thesis, Body (which develops thesis) and Conclusion.

The introduction is just like a letter. You use different introductions according to whom you are addressing.

In the introduction, I have one of four ways. You may begin by having some kind of a quotation as I did. "Stand up. Speak up. Shut up". You may use something in common, comparison, or contrast. All of you people live in an entirely different world than I do. There are a lot of differences between us, but one thing we have in common. We are all interested in learning leadership. Relating our common interests, I have bridged the gap between us. Another is the head line type of introduction, as from the newspapers. Purpose of the introduction is to unite you and your audience. Then you go on to tell them why you have a right to speak on the subject. I didn't have to do that. Your chairman took care of that for me. Introduction of the speaker ought to do something--acquaint the audience with the speaker. That will help the speaker.

Thesis. A thesis does exactly what I did tonight. All you do in a thesis is "tell them what you are going to tell them". At that point you have got to

determine how much you are going to cover. Most times people try too much in too short a space of time. In your thesis you have got to consider the time element, so you don't bite off more than you can chew. In class one student was going to speak on the charter in five minutes. That would be impossible. Even one phase, such as centralized finances of the charter, is difficult to cover in such a short time.

Your thesis tells them precisely where you are going. Start out with the first point and tell them what you will cover. For instance I covered the four points necessary to speak up: Learn to have self confidence. Train yourself in the use of your voice. Learn how to effectively organize a speech. Learn how to put it over.

Body. In the body you take up the points you said in the thesis and develop them. May I make very, very clear, the most effective way is to illustrate. Lots of them are trite, silly, foolish, but they get across the point. In a talk I made before a group of high school students, I had them repeat the three points why they should be thankful. "Sense of direction, sense of dignity, sense of devotion". It was necessary to adopt a devise young people would remember. They will remember three d's. If I came back next week half of them would be able to tell me. Words with the same letters are remembered. Using illustrations is most effective. You have different kinds of approach, logical or you may have chronological--past, present, future. You can tell your life story. Where you are speaking and what the general subject is determines what type you use.

Following the body you prove what you are doing. You move on to the conclusion. You do what I am about to do. You summarize. You do not introduce any new subjects. You do not distract their attention. You make no new appeal. You draw your speech together by repeating the high points.

The fourth point in speaking up is to learn some of the techniques of good delivery. In my class, following a talk, I asked each one to tell what made it interesting. The first thing said was sincerity. Sincerity is a quality of good delivery. Sincerity in Latin means "without wax". So if a person is going to do

a good job, he must be sincere. Someone else said enthusiasm. He acted like it meant something to him. Not like it was just perfunctory. And to have some enthusiasm, you must have some feeling that this thing is important.

Good eye contact. Good eye contact cannot be overestimated. I am always suspicious of people who don't have good eye contact. You like people to have some interest in you and not just look beyond you. Speech is nothing more or less than good conversation. Good eye contact cannot be overlooked because it gives you a feeling of warmth. A prominent speaker who is blind told me the most difficult thing for him is that he can't see other people's eyes. He can't feel warmth. Things that we take for granted, and we shouldn't. You do not look directly at one single person, but you have to look at the people.

Gestures. Some speakers can stand perfectly still and still do a good job of gestures. You may have body movement without using your hands. You have to be natural. If you use your hands in ordinary conversation, do it when you speak.

Let me draw this all together. If I have put my point across, you know there are four things you have to do. You must learn to have self confidence; you must train yourself in the use of your voice in order to get the most effect; you must learn how to prepare a speech so that it hangs together and has a purpose; you must learn how to convey your message to the audience.

If you do these things you can "stand up, speak up, and shut up" and the audience will have enjoyed all three.

"MISTER CHAIRMAN"

by

Lloyd E. Borg, Director of Public Relations
Minneapolis Chamber of Commerce

Mr. Chairman. (Mr. Borg opened several packages, attempted to place two pieces of wood on top of each other, wind an alarm clock, write on the blackboard, all practically simultaneously). There is really no moral to the story portrayed, whatsoever, except there was a confusing number of incidents going on at the same time; which could develop a very interesting story but all together not meaning a darn thing. Many committee meetings operate similarly. You have a number of different problems. One person throwing in an idea here which is entirely irrelevant to the other ideas. There was action but no action that resulted in anything.

I came to discuss committees, Mister Chairman, etc., with you tonight. But you say, "I'm not going to be a senator or an alderman; it is not too important that I know too much about conducting a meeting". The important thing isn't that you are going to be a senator or an alderman, but you are going to be chairman of a P.T.A., church group, club, or this organization. It is important for the fulfillment and the running of your particular committee to have the fundamentals of operating a committee.

It is important to know how a committee operates if you are the chairman or a committee member addressing the chairman. What are your rights? How can you make the meeting run efficiently? You often have to make snap judgment.

First of all what is the function of the committee? What is the particular function the committee is to perform? Is it a standing committee, which carries on throughout the year, or is it a temporary committee, assigned to study a particular problem? Is it a committee that meets just once or twice and reports back to a governing body or is it a committee that meets regularly?

The purpose of a committee is given to us in a number of instances. Either it is in the by-laws what the action of the committee is to be, or it is appointed by some governing body in the particular motion that was made. In that motion

was stated what that committee should be acquainted with or what action should come. The personnel of committees may be stated in the by-laws. The motion states who should be appointed as the chairman and possibly the secretary. Do you have a paid secretary or is it a voluntary secretary? Is there a paid organization behind you? Probably you would work differently under these circumstances. As an example, in the P.T.A. there is no paid employee. The efforts are all voluntary. Everyone is just as indispensable as the next one. In a paid organization, the committee merely determines the policy and the secretary or staff of personnel behind the committee actually handle the operation.

Is it going to be standing or temporary? What are the duties and who outlines the duties? What are the policies to determine the action of that particular committee?

You have been given the job of chairman of a standing committee. What do you do? You have last year's committee report. As it happens to be a standing committee, you have committee reports in which to find out what has been done in the past. I don't think there ever has been a committee chairman who didn't think he was going to do the job much better. It always looks better at the beginning of the year than at the end. Find out some of the things that happened before. Then you sit down by yourself or with other people who are acquainted with that particular committee and determine some of the things that can be done to expand that committee or go into new fields. You may go into research or other fields. You should check on what policies are ordinarily in force to follow that particular program. This will give you a basic outline. You can talk to others and find out what others think. You can do a lot of reading. There is enough information written about every conceivable subject that it is possible to get enough information by just reading.

What are you trying to accomplish? What is your basic motive for having that committee? Does it fit into your over-all plan. Does it fit into what has gone on before? Is it a committee that is merely going to take time? There are too many committees in operation at the present time that merely take your time.

You have to find out that it does accomplish something, and you aren't going to be just wasting two or three hours by attending meetings. You have tested it. You have challenged it. You think it is a good program. At your first meeting you have to sell that program. You don't have to be an orator to sell the program, but you must have enough facts, information, etc., that you can give the people a concrete idea that it is a program that is needed. If you can accomplish this program, this committee and the entire organization will be much better off and will progress rapidly throughout the year. You will want to get them so interested, they will want to work for its success.

Sometimes the chairman is very enthusiastic, but he will forget to delegate work to other people. That is not a good chairman. A problem should be handled by all committee members. If you have a committee of ten, make use of all ten. Enthuse the members of your committee. Appoint the people who will follow through on that particular program.

You have come to your meeting. You have sold your program. Possibly in advance you have discussed the problems individually. You explain again the function of the committee. Review last year's activity. Outline what you plan to do this year. Outline what the problems are. Is it necessary to appoint a secretary? Was the secretary appointed by the governing body? Is it a paid secretary or a secretary appointed in the meeting? Is it necessary to have a treasurer? Should there be a vice-chairman? Should there be sub-chairmen? What is the number of people necessary on your committee?

What type of people should be considered for the people who are going to actually do the work--secretary, treasurer, chairmen? First of all, let us look at the chairman. There is the type who is a hard-working individual. He can do all the work himself, and he can accomplish a great deal. He is not, however, a good chairman.

The good chairman is the one who does very little and the committee does the work. You have seen, in many instances, a committee where there are no outstanding stars and the chairman took it very easy; but that committee did a remarkable

job. The responsibility was delegated.

The chairman should not be too opinionated. He should not have too many definite ideas in the first place. He should not take sides as to how that committee should be run. Give other people a chance to get across ideas that will run and steer the committee. The chairman has the important task of keeping everything straight so that everything goes along in the right channel. So that all interruptions and deviations in the conversation are quickly stopped.

A chairman must be firm in his decisions. When a motion has been made, he must see that it is seconded and carried. He cannot show favoritism toward one group. He must not play politics. He must not show favor toward a friend. He should establish his program in writing. It is very difficult to continue what you think a program should be throughout the entire year without a number of changes coming into the program. Possibly you may wish to have changes made yourself.

A vice-chairman is very important, not so much for the amount of work he does but for the continuity. Where you have a good program, you want someone to carry on that program next year. So many programs start up and develop; carry on for one year, and then are dropped the following year. If you can sell your program to a vice-chairman who can carry on, the program will gain strength. It is important that you have vice-chairmen who are interested in your program. You should have him sit in at all meetings. Do not have him do much, but be sure he knows what is going on so that next year he will be able to carry on.

After you have made the appointments, give these people instructions as to what is expected of them. Too many people are appointed and not given the information as to what should be handled by that committee. What their work or policy is. What has to be done during the year. Don't expect them to be mind readers. They are not expected to read what you have been working on during the year. Give them information. Have them sit in on general meetings and also sub-committee meetings so that he will have complete information. Make good use of the committee people you have.

I think it is extremely important that you work with people. Working with

others in committees is the one opportunity you have in developing leadership--in getting people to do what you want and knowing they are not going to be paid for it. This is entirely different from your regular job where you must do a thing because it is part of your job. If you can get people to do things without getting paid for it, you have learned so much about people and human nature. People will work only through your enthusiasm and persistent ability. You sell them by your own ability.

You have appointed your committee; now you have the agenda of a meeting. This is one of the most simple situations, and yet it is one of the things on which so many committees fall down. An agenda should be in writing. Some chairmen make copies for all committee members.

First of all, you must find out what happened at the last meeting. You read the minutes. If you have a treasurer, you have a financial report. How much have you spent? You have that miscellaneous group of letters and reports from sub-committees. Then you automatically have your old business--business that was laid aside at the last meeting--further discussion was to be had on it or checking was to be made on it. Finally, you have your new business. New problems which have never been discussed before. Lastly, you have adjournment. It breaks down systematically and yet too many people jump from one to another. It is simple. If you keep it simple, you will keep it orderly.

Let us give some consideration to Robert's Rules of Order. There are 7,000 different rules in Robert's Rules of Order. I do not think too many people know them all. To be practical, there are just a few minor problems as far as you are concerned. Why were Robert's Rules of Order established? First of all so that an orderly meeting can be conducted. There was no order to the confusion that was going on in my first illustration. There should be order in every meeting so that you can quickly consummate your business, go on to other problems, and adjourn. Everytime you get more than one person together you are going to have different opinions. If you have a committee of 10, 15, or 20, you have that many different ideas. Quite possibly, the chairman will have to channel these particular ideas

or opinions down one particular road. Keeping the meeting in order will speed up the committee operation. To keep on one channel, if you were discussing education of banking in schools, your entire comments must be made along that one line. They must be devoted to education, banking, and the school. All the opinions are coming in on furthering that one basic problem, under the directorship of the chairman who is operating all the time and keeping order in the committee. From that he has the opportunity of knowing the various opinions and can gather them together. Out of that will come the completed project. Do not be afraid of Robert's Rules of Order. They are fairly simple. You can check on them in a number of additional references. If you will read a few of the pages, you will find that it is not too bad.

There are two or three basic problems in running a meeting. First you have elections and then motions for action. Really that is all that is necessary to know about running a meeting. First of all, let us start with elections. It is not the most important one, but it might be the first one on the agenda. It is a problem you come up against. You have nominations from the floor. It is only necessary to make a nomination. It need have no second. It is made to the chairman. As many can be made as you desire. At the conclusion, when there are no more nominations, someone will call the chair and move the nominations be closed, but this motion must be seconded. And, if carried, the actual procedure of voting--whether it is a show of hands or some form of balloting--will be necessary at that time. This is a simple explanation of elections but will suffice in most committees. The important thing is nominations are made from the floor.

Motions have action. Usually it is best to immediately make a motion on any particular subject to be discussed. That automatically brings it to the floor. The motion may have to do with a number of problems, but you want to get the problem on the floor and into action. Let's take a look at what a motion looks like. You have heard of motions and amendments. This is a house (draws house on board). Let us consider the house is the main motion. You make a motion to

build a house, and it is properly seconded. That is the basic motion.

An amendment to the motion (and seconded) is made by the wife that you have a gable on the house (draws gable). You have an amendment to the first motion. First the erection of the house and then a gable. The gable is an amendment.

The wife then decides that you should have a slate roof on that gable. That is an amendment to the amendment. Someone suggests a chimney, but you must continue to talk about this roof. You cannot break in at this particular time. A motion has been made to amend the amendment to the main motion. The amendment is carried. You automatically have a slate roof on your house. Your second motion must be on the amendment to the complete motion. That particular motion is carried. Then you automatically have a gable with a slate roof as part of your basic problem. The person who is interested in the chimney can now speak up. This becomes an amendment to the motion if properly seconded; so, therefore, you make another amendment by putting a red chimney on that side of the house (draws chimney). That amendment is carried. After considerable discussion, there may be all kinds of amendments, but you end up with these components (indicates house). Finally, you vote on the first motion on the house, and the entire motion is carried.

You can have only one amendment to an amendment. You can have as many amendments as you wish. These are some of the things that I think are important to know. Just keep in mind that it is your main motion that you usually work on.

A familiar procedure in committees is "calling for the question". The chairman may disregard the calls "Question". But if there is "Motion for the question", properly seconded, then that stops debate until a vote is taken as to whether further discussion on the matter at hand shall be stopped. If the "motion on the question" is carried, then the original motion must be put up for vote by the chairman.

The entire problem of conducting a meeting or sitting in on a meeting entails the following. Think through the purpose to begin with. Think it through thoroughly so that you can answer questions. Be systematic in the operation of

your meeting. See that everything follows a simple pattern and see that it is concluded simply and quickly. Have some basic knowledge of Robert's Rules of Order. Know the restrictions in elections and motions. Be firm in your decisions. Many times when a vote is 12 to 12, if you do not vote, the motion is automatically lost. If you do cast a vote for it, it becomes a decision. Appoint men and women who are better qualified than you are. Get as many top-notch people around you as possible. Build your meeting as you would a home. Put all the additions where you want them, and you will come out with a successful house.

"GETTING ACTION THROUGH OTHERS"

by

Vance W. Jewson, Ass't Director of Personnel
Minneapolis-Honeywell Regulator Co.

We have a great deal in common in that we are all working in industry, and we all have the job of handling people. We have a common interest both in our jobs and in various committees that we are on.

Having those problems in common, I would like to see if we can have a discussion about getting action out of people and out of groups. All of us can get something from exchanging experiences.

At Christmas time it is fitting that we should talk about getting action through others. The problem of how to get others to do the things we want. For at this time we hear a lot of talk about brotherhood and good will, and we are more aware of the importance of this subject.

The problem of getting action through others is a fundamental structure of the corporate life of Americans. Those of us who are interested in conserving the democratic structure are realizing the weakness arises, individually or collectively, at the point where our intelligent life ends and emotional life, our prejudices, pride, phobias, begins. I think most of us would agree that we live more by our thoughts and feelings than we do by our head. We live by the kind of moral that we have. Someone has defined moral as an individual attitude--an individual attitude in a group endeavour. I would like to discuss briefly examples of how our own attitude can hinder as well as strengthen action.

About a year ago I met with the Board of a small firm here in Minneapolis. The Board consisted of five people. One problem that came up for discussion was centralizing their purchases. It seemed that everybody, including their shipping clerk and salesmen, was doing the necessary purchasing. As a result the business had a large stock of certain items and none of the others that were needed. The problem was how to get some action to correct this situation. The five men agreed that the purchasing should be centralized, and they assigned one person to take the responsibility of doing that.

Six months later I talked with the man who was appointed to the position, and I asked him, "How are things going"? He answered, "I don't get any cooperation. The shipping clerk is still purchasing materials. Others are still doing the same and not even getting an order number." In the meantime the owner of the business explained to me certain feelings he had about this person. He complained he didn't take hold of things. He was a bit indecisive. He had a marvelous head, but he wasn't using it.

I asked my purchasing agent friend if the action of the Board had ever been explained to the shipping clerk. He said it had not. I asked him if there were not some way to get cooperation. He mentioned things he had tried, but no one would listen to him. He had no authority. He didn't know what to do.

I waited a while to give him time and courage to get his own ideas. His mind wandered back to the Board meeting. He suddenly explained, "Why, I do have the authority. The Board gave me that authority." His problem was to get some cooperation.

The reason the shipping clerk had not cooperated was because he did not know there was a problem. He did not know there was a discussion of the problem. When it was explained they agreed that certainly purchasing should be centralized, and they had a discussion very similar to that of the Board of Directors.

I recently checked again. He said, "Things were going a whale of a lot better." He didn't have the problem that he had a few months earlier. The point is that people had had the problem explained to them. They had an opportunity to decide what to do about the problem, and for the first time they were beginning to cooperate because each knew their place and responsibility.

Here is another type of example in getting group action. Recently the head of our tabulating department reported that he was falling way behind in his work and asked us in personnel to get him some more help. As he kept on talking about his problem, and as I secured some additional facts from other girls in his department, I found that the backlog of work seemed to be caused by a particular girl. The work was piled high on her desk. Another girl at the next desk had an equal

amount of work and was getting it out. There must be some difference between these two girls. One was getting out her work; the other wasn't. We asked each to take a series of aptitude tests to discover the nature of their differences. The poor participator lacked the basic kind of clerical ability that that job required. We had misplaced her. The other girl had very superior clerical ability--an aptitude for working with detailed numbers and names, etc. The minute we arranged to transfer the first girl to another job, which more consistently fitted the assets which she had, and replaced her with another girl, the tabulating department began getting some action. In three days the backlog was eliminated, the department head was feeling a lot better, and the morale of the whole section was greatly improved. The problem was not more help but better help. It is important that we define our problems if we want group action. You can't motivate people, you can't get action from people, unless they have the ability to produce the action needed.

I would like to tell you a little human interest story for illustrating the importance of people's abilities, interests, attitudes. A couple of years ago, one of the officers brought in a young man who had been a major in the Marines. This man didn't have any ability for our company, but he wanted to get him a sales job. I was asked to give him tests and help him appraise his abilities and interests. This fellow was a bit down in the dumps the day he came in. His handshake was weak, his eyes tired, he just wasn't happy. I asked him about the kind of work he wanted. He didn't care. Just any kind would do. I told him I would like to take some tests to see how his interests and abilities compared with other people.

He had very superior abilities as far as we could determine from the tests. He had three years of college before entering into service in which he had majored in philosophy. He had interests highly similar to interests of people employed as ministers. I asked him how he happened to take philosophy. Well, he was going to be a minister but after what he had been through in the Marines that was out for him. Finally, I concluded I could do nothing for him until he was able to

accept his own feelings and see who he was.

We arranged an appointment with a friend in town who does some counseling, and who has a good understanding of human behavior. He discussed the matter with this man and found he had some feelings that were interfering with his abilities. Two days later the ex-marine came back a different person. He was a happy person. His countenance was different. He held out his hand and said, "Thanks so much." He hadn't realized what was happening. He didn't realize that he had certain feelings, involving family, friends, etc., that must be met. The truth was he had a brother who was a very successful minister. His brother was two or three years older and a little dominant. He felt he never could be as good as his brother. As he cut through these feelings and when he began to accept himself, his life took on a new worth, and we began to see some real action come out of that person. He has completed his training in the ministry and has a good start. We live by how we feel and not by our heads. Any company could have hired him as a sales person. He probably would have been fairly successful but never outstanding for he would have been doing something that was not consistent of the best that was in him. By getting properly placed and discovering who he was, he has become a real asset both to himself and his community.

Sometime ago I met with a friend of mine in New York City--an owner of a company--and we discussed some problems in managing his company. One problem was \$900,000 worth of scrap and waste materials annually. He was quite concerned about what to do about that problem. "We have tried everything to eliminate our scrap problems, but nothing seems to work." I asked him what he meant by everything. He indicated that they had kicked this problem around, talked it over at the Yale Club, but had never got anywhere in committee action.

A few minutes later when he had had time to relax and think a bit, he discovered he had not done everything. This problem of communication is one of the major problems in getting action in industry. By communication I mean getting down where the problems are, finding out from the employees and supervisors in the lower echelon why these problems exist. Taking opinion surveys and checking

with the employees will often solve problems. As my friend proceeded to talk -- "We haven't tried everything, have we? We haven't gone to the source. We haven't asked the foreman and the employees what's the matter. We haven't got the facts nor have we explained to the employees the extent of the problem and what it means to the business. Possibly when they don't know the facts, do not have the information, they do not have any reason for being more careful." I couldn't help but think for the first time that man was getting close to some basic facts involved if you want to get action out of others.

In my experience and the reading I have done, I get the impression that you get action out of people by following such procedures as these: First, you define the problem. The problem as you see it at the start. Second. You get together all the facts you can that bear on the particular problem. These facts will include data, figures, etc. Third. The collected facts and all the supporting information that you can get are supplied to the people concerned with the problem preferably before you have any meeting so that they have time to study the problem. (Experience shows everything you can do to get facts before a group preparatory to the conference is of vital importance.) Fourth. You call together representative people who will possibly solve that problem. Fifth. Arrive at a conclusion at your meeting and take definite action. Sixth. Follow through with later check.

One major observation in handling any conference is to study one's own attitudes. I think it is important that we as supervisors study our attitudes, thoughts, and feelings toward people. We as leaders must start out with an attitude that makes others feel they belong to the group and that their thoughts and feelings are important. Continually try to create a situation where the maximum freedom of expression is possible. You state the problem. You ask others to define the problem. You show what the team has to gain by concentrating on this problem and finding an answer. You try to give people reasons for getting into action and concerning themselves with their own best interests.

You will often find such things as this: "We don't have time to train our people". "We don't have time to see that the right man is placed on the job".

Get people together; let them know what the problem is; where they are falling down, so that they know how to eliminate the problem. Get the group to agree on the action. Make them realize just what the action will accomplish.

You would be surprised how many have a vague idea of what their job really involves. That vagueness of thinking--not knowing what they are responsible for--has a lot to do with why we don't have more effective group action. Once a person clearly understands what is expected of him and then is constantly informed of how he is doing; where he can make improvement, you begin to get effective action.

A friend of mine recently wrote what his ideas were in getting teamwork. I would like to summarize just in brief what some of his ideas were. First, you have got to win your people or you lose them. I refer to Lincoln, who said, "If you will win a man to your cause, first, you convince him you are his friend." Second, study the abilities and interests and attitudes of the people in the group and treat them as individuals. When you do, you get better personal relationships and better teamwork. Often we do not treat people as individuals but on a mob psychology basis. Third, you provide ambitious people on the committee with information regarding the general objectives, and you let them participate in establishing what those objectives are, and you keep them informed of the progress that is being made.

He said our human relations differ on three things. What men think. What they feel. What they say and what they do. As a supervisor or committee chairman, ask yourself if you are really interested in what your people think. Do you feel that you have to find out by listening, by keeping your lines of communication open? These things are basic to having good esprit de corps and effective operation.

In conclusion he said, "Business is in the management of things; it is the selection of people, the training of people, the supervision of people, the development of people". Do those things and you will do a better job of getting action out of others.

"SELLING YOURSELF"
by
Hon. Hubert H. Humphrey
Mayor of Minneapolis

I consider it very much of an opportunity and a privilege to be invited to be your speaker and address you. Very frankly, I don't suppose that leadership is something that can be outlined or charted. But first of all, in selling yourself you had better make up your mind that you aren't going to sell yourself. We have to recognize in the process of selling ourselves, we are never really doing that. We need to be thinking in terms of service, in terms of being wanted, in terms of need, in terms of helping others. We need only refer to scripture. It is fitting that we should do that at the Christmas season. The Good Samaritan once said that "He who would be first shall be last, and he that is last shall be first". It is better to administer than to be administered to. The feeling of service is important. I find that in my job when I get over-rambunctious, and you know it, undoubtedly, better than I do, I feel I simply have to tell the newspapers, the city council, or I am afraid someone else will get the idea. Usually later I find I made a mistake. Most likely I have to spend the next two or three weeks retracing and rebuilding the fences broken down.

All of us recognize there are many little things which are very very important. I am sure that each of us agree a wholesome, healthy personality; well-groomed, well-taken-care-of person is very important in any type of business. P. B. Juster would say you want to look trim, be well dressed, have the right color combinations on. You want to be feeling refreshed, neat, and as we say, clean. That is just part of the program on the general idea of being able to sell yourself.

We, as Americans, should be filled up with a feeling of the importance and merits of democracy--of our way of life. Where I think I have some honest conviction regarding our democracy, I can say what I feel. A great deal of individual strength is the right of the world we live in. Of our part in the world. Now our world is faced with our own strength and the strength of the forces which oppose us. What is the fundamental structure of our country? We might call it

Minneapolis. We should know all about that. We should be familiar with our politics--our democratic vote with the small "d". When we say there is an equality angle, we mean certain essentials, life, liberty, and the pursuit of happiness. If you don't believe, how can you sell? The broadness of democracy is the future of our life, and as a part of it we should understand the challenge. Many of us just don't want to recognize that the challenge of democracy is a highly moral one. A moral challenge in the sense greatness and happiness must be assured for the other person.

You must enjoy people. If you understand them, treasure them, respect them, you will enjoy them, and you will be enriched by their personalities.

I am reminded of a book that I once read, Between Tears and Laughter by Lin Yutang. This is a very good book by an eminent Chinese philosopher. I made all my students at Macalester College read it. You will get a great deal out of it. In a chapter on politicians, public officials, great public and private leaders, there is an interesting story of how the great statesman takes all the bows from a great stage. The audience is applauding, cheering, hurrahing for this great man. The people see in that statesman actually themselves, and actually they are applauding for themselves. The intelligent public official and the intelligent private leader, business enterpriser, sees in his own achievements the achievements of the people he represents. As he progresses his progress is dependent on other people. All he has accomplished is not his own. He is the tool; the creation of many forces in the community which he serves. That is particularly important for people in public life. You are oftentimes moved, shoved, pushed, retarded, and sent ahead by the forces that are at loose in your community.

Work in tune with the people who support you. I got to be something because this is a great city. Tap the sources of power. The sources of power in this city are the basic sense of the benevolent nature of our people--the inherent good, the inherent tenacity of our people. One thing I think is very important for just enjoying life--sell yourself on the idea that you like the world you live in.

Maintain a vital interest in life. I enjoy living. I enjoy all its troubles

and all of its fun. I never carry a worry with me. To maintain a vital interest in life, keep yourself strong; keep yourself emotionally well-balanced and physically well-balanced, as well as mentally alert. Certainly in order to enjoy friendships, we ought to make up our mind that there is more good in people than bad. Have a variety of friends. We have little get-togethers at our house. You should see them (or maybe you ought not to see them). We have there every kind of person you can possibly think of. There will be a university instructor, a common laborer, a minister, a teacher, businessmen, etc. All sorts of topics and opinions will be expressed during the evening. It generally ends up somewhat like the movie You Can't Take It With You where each one was doing something entirely different. I am of the opinion of live and let live. Some people love to discuss philosophy, or music, what they did last week, or plan to do next week, sports, or business. It is a dull evening if all the opinions expressed are accepted and agreed upon by all. Give each an opportunity to see some of the people in other vocations and avocations. Let your home and your selection of friends be a melting pot. We should never select our friends from only our own business associates, economic sphere, or religious belief.

Perhaps my liking for people can be traced to my early youth spent in my father's drugstore. All kinds of people came in, and I liked them all. My father told me, "There is never anyone in this world that cannot be of help to you. Everyone has something to offer". The only way you make a friend is by being a friend. As you keep that vital interest in their well-being, you strengthen the vitality of your own life, of your own activities, of your own interests.

One other point is feeling a determination toward your goal as a point of being able to sell yourself. Recognize there are things to be done, and you ought not just be a drone. I think we also want to feel necessary to have a determination toward a goal or objective. All the fun and good work that we do, and all the free time we have should be directed toward a planned goal. My business is politics and I like it. It is just as good a business as the banking business. It is just as honorable, just as important as the banking business. We must have

people who are not interested in playing the market, not interested in getting rich. My compensation comes from being invited to talk to a group like this. This is a real compensation for some of the work put in. I have a goal and an objective, and the goal and objective is doing the job that I have to do each and every day. When I'm out on a vacation, I don't let myself forget for a minute what my business is. I reflect and ponder it, and take advantage of opportunities presented. Most of us are inherently lazy. We sort of like the idea of doing things the easy way. That determination to accomplish something, I think, does a great deal to put the spirit in our life that makes for successful selling of yourself.

Determination towards your goal. You will not hire yourself. You cannot do too much about yourself. There is no such thing as a self-made man. If someone feels he is self-made, he can be pointed out as an example of the horror of unskilled labor. At least it gives us a point to which I think our determination ought to include something more than our own individual job. Your wages, your salaries, your source of income is only a part of the general economic well-being.

If we didn't have public schools, public health facilities, police, fire department, fine governmental facilities, our real wages would have to be much larger. I, for one, know I couldn't educate the children on my wages. We haven't enough money to send all the Humphrey children to private school. Public education makes up for material wages and offers an opportunity for our children. Ask yourself if you have a determination for a goal for the city of Minneapolis. What kind of a community do you want to live in? What kind of facilities do you want? As a part of that goal some outside work has to be done. Good citizenship in participating in the life of the community. Lots of little things that do not seem very great or important. Taking some little interest in a P.T.A. organization, community council, etc., is to have a broader sense of responsibility. You strengthen yourself.

Be an active participant in the life about you. Participate in all sorts of things, in all kinds of organizations. There are certain organizations I really

like to be a part of. By participating in those organizations, I have a chance for expression and development, a chance to make little mistakes, learn to make decisions. Many of our opinions are based on the thoughts and ideas of others. We are really intellectual robbers. We go around thieving ideas and adding our little bit. We operate on a system of mental barter and trade. Participation in a large number of organizations is a part of building a rounded life and rounded personality. I am a member of the Junior Chamber of Commerce. I do not do much work in that organization, but I have made some wonderful friends from the membership of that organization. Successful and active committee work, civic participation, may infuse some new interest in community life.

Too often we think - let George do that. Let someone else do that. We let other people do all the work. But then let something develop that you don't believe in. An organization is leading the fight for something that you don't want. Then we stand on the side lines and hurl the cynic's ban.

We are all creatures of our heredity and environment. I, for one, believe that if you don't like what is going on, instead of just talking about it, join up and see what you can do about it. Get in and do something about it. Stassen in his campaign has produced a great deal of new blood for leadership because of his insistent push and because of his forward thinking. I like to participate.

Take a stand. In selling yourself be willing to stand up and be counted. The leaders of industries, trade unions, of governmental bodies have stood up and been counted. They want to know how you stand. On which side of the fence are you on in this issue? Are you for it or against it? I do not think you weaken your position by saying I'm for it or against it. Be willing to stand up and be counted, be informed, know what you believe, be willing to interrupt and express your position, and stand by the position which you believe. You will gain more friends by doing that.

We are constantly in this America of ours engaged in promoting leaders. Democracy needs leadership. Democracy needs the kind of leadership that participation and study can develop. What it wants is what the people want--the common

rank and file of our population. I know that I have often heard, "There is a brilliant man. He is the most informed. He is recognized as an authority". That person may be an authority, have well-rounded technical information, but as far as a community leader, he is absolutely useless. Outside of the classroom he does not participate in community affairs. They cannot present profound truths in terms that people can understand. They cannot use simple language. Saying what you are trying to say so that people will know that it is exactly what you mean is an art of fine teaching. Leadership in America must be along that line. Everyone is not going to have the opportunity of attending this training course, attending college or the university; everyone is not equipped with the same mental intelligence. If issues are put simply, concisely, plainly, clearly, people will know what to do about it.

Another point in selling yourself is the ability to compromise. When I talk about compromise, I don't talk about selling out. It doesn't mean that you change your principle objective, but you deviate a little bit. Compromise is necessary in any type or field of activity. It doesn't mean that you aren't going to charge interest but that you aren't going to charge an excessive interest. Some are unwilling to recognize that there is another issue--taking a stand that will prevent the right of another person to make another issue. The art of compromise is responsible for the secret of good labor relationships. Successful participation in a wide diversity of groups necessitates getting together and straightening out differences to the agreement of all. Take for example the new city charter. If I had written it, it would not be the charter that it is. If the chairman had written it, it wouldn't be the same charter. Compromise does not upset what we are after. Basic fiscal management (a most modern type of budget control) is the reason for the charter. All other points are based around that one principle. The big issue is not whether we will have 26 or 13 councilmen. It is not some minor detail. It is whether or not we are going to have an adequate accounting of what has been taken in and what has been spent. Sure, the detail of having sufficient playgrounds, the detail of taking care of our schools and education are

important, but they are details that come around this basic fiscal premise. If a group is going to do a selling job, you can't upset the entire plan with one detail, refusing to compromise on that one certain point. An honest, efficient, business-like basis of government is what we are after. It does not matter how much it is changed as long as they don't weaken the fundamental premise we are trying to accomplish. This is true in our social relationships. True in our own home.

While I am sure that America has a job of selling itself, America is not going to sell itself to the rest of the world; America is not going to sell our system of freedom, by just glorifying itself. Look at the wonderful plan we have. This is what you want. You were all sold much more subtly than that. The fact is that we have to recognize what we are in this world today. We are a source of power; the money bank of the world. Very few people like bill collectors. People will tend to turn their heads when they look at other people who are in the clouds. Those people have some knowledge of our people, of our devotion, and our sense of fair play. I am sure upon it depends and rests a great phase of this job of selling. Sell to the people of Europe the fact that America is not what Hollywood shows it is. It isn't what the Communistic party says it is. It isn't what the Chamber of Commerce says it is. I believe America is Minneapolis. Minneapolis with its rich and poor, its good and its bad, its fine homes and homes not so fine, big industries and little industries, in our schools, parks, and playgrounds. This, I believe, is a little cross-section of America. When we can tell the people of Europe by letters, food, official policy, by the Voice of America; when we really tell them what America is, we may accomplish something. It is a job that is going to take a long time. It is a great selling job that has been offered the people.

When somebody is needed you do not tell them to go to the next guy, you just go and help him. A business man came to my office at two o'clock today. This particular man told a pathetic and beautiful story. He is sick, is going through all kinds of stress and tremendous hardships. The firm that he works for volunteered to put him on pension. His friends and associates wanted to know how he

was financially. They had a purse for him. They told him, "We will have a purse for you for five successive years". He had been a hard-bitten businessman. He knew how to drive a hard bargain. Yet, he tried to know his fellow employees and treated them fairly.

In being needed, in being wanted, there is a great deal of happiness. Let's just sum it up by saying it this way. You can be what you want to be. We can make just what we would like to have, not by just thinking about others, but by making for others and doing for others what we would do for ourselves. Individual effort and individual wealth becomes collective effort and community welfare. You build yourself when you build this town. You build yourself and strengthen yourself when you make this a better place to live. We develop in accordance with our understanding. Countless opportunities are open today. I ask you to think about them.



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