



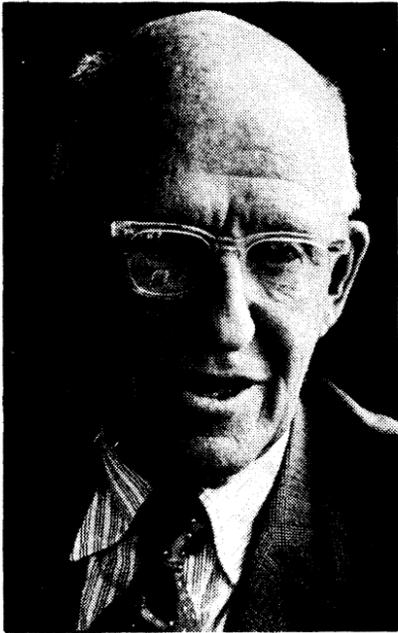
The Achiever



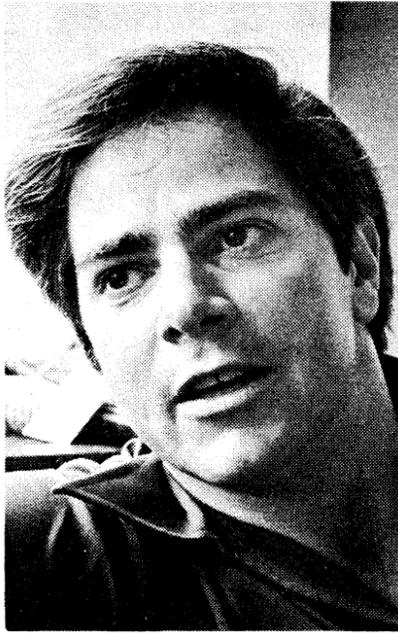
News of the 33rd National Junior Achievers Conference

Thursday, August 12, 1976

West coast grad Achiever awarded \$10,000 grant



ROYAL LITTLE



BURKE PEASE

The \$10,000 Royal Little Free Enterprise award was given this morning to Burke Pease, of Monterey, Calif., for his proposal to found a company to market computerized hotel reservation services. Pease — who is no stranger to the NAJAC stage, having won the president of the year competition during the 1961 Conference — accepted the award at this morning's general meeting.

Royal Little, founder of the Textron conglomerate, set up the award while visiting NAJAC last year. This year's Free Enterprise Award was open to all past winners of the national President of the Year contest. The award was to be used to either set up a business or buy control of an existing one.

The company Pease proposed to establish, Minitech, Inc., will concentrate its operations on

handling hotel reservations for large conventions. The processing of convention reservations by current mechanical means is a "phenomenal labor task," Pease says. In his capacity of executive vice president of the Monterey Peninsula Chamber of Commerce, he has been "dealing with the problem for six years."

The task requires several operations. First a room is assigned. Then the room must be subtracted from the space-available list for the dates it is used, then confirmations must be sent to the hotel, the guest, and the convention group. The real problem, Pease notes, is when changes or cancellations come in. In that case, the process must be repeated along with the additional task of locating — and cancelling — the original information. A computer, however, can do all of these functions at incredible speeds, saving time and labor costs. When a firm may be handling ten conventions with sizes of 5,000-6,000 people each, this becomes important. In addition, a computer provides instant recall of all information stored in it for easy verification.

Pease estimates that it will cost Minitech between \$25,000-\$30,000 to design the software, or the computer program, for the service. In addition, there will be the cost of the Digital Equipment mini-computer and the other operational expenses.

"Non-profit organizations have not been able to put up the money for this type of enterprise," says Pease. "It is definitely a venture for the private sector."

Pease first heard of the award

Little boosts enterprise

Royal Little, former chairman of the conglomerate Textron (which owns companies that market items as diverse as Homelite saws and Bell Helicopters), visited NAJAC last year after having been inducted into the National Business Hall of Fame. So impressed was he with what he saw that he decided to provide financial assistance to outstanding Achievers. He originally thought in terms of a scholarship, but soon opted to try something different than the types of awards that are currently being given away. Little set up the Royal Little Free Enterprise Award, a \$10,000 grant to the first person who submitted a workable plan that met Mr. Little's approval to set up or buy control of a business. In its first year the list of eligible applicants was limited to past winners of the national president of the year contest. (There are 22 living winners of the contest, which began in 1953.)

"I have always been interested in helping small businessmen. When I started Textron, I had no money. It was only through a friend endorsing a \$10,000 note that I was able to do it. Having been

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Seminar accents job creativity

Dr. Bruce Whiting wasn't sure if his Creative Career Exploration workshop was a success.

"Do the Achievers always stand up and clap after they've finished?" he asked.

Not usually. It takes an outstanding workshop. He decided to try new things and the Achievers loved it.

Dr. Whiting, who earned his degree in Business Administration, is an executive with the U.S. Small Business Administration (SBA). As director of the Office Management Information and Training, he is responsible for a variety of training clinics and counseling programs for entrepreneurs starting or improving their businesses.

With that experience, Bruce knew how to motivate Achievers. In his workshop, he explored three areas — the creative thinking processes behind decision-making; career questions; and the economics of career choices.

Creativity was the key. "You have to take away all value judgments and let your creativity flow," Bruce instructed the Achievers. "Anything goes in the ideation stage. Stretch your imaginations — use wild ideas — but don't criticize any suggestion."

And the ideas flowed. One group thought of eight uses for a paper clip, including use as a toothpick. Another group thought up twenty

uses for a belt. One probably *could* jump rope with a belt if it was long enough. And a parfait glass just might be good for building sand castles.

Once the Achievers warmed up, they got into more serious business. When they were asked all the ways they could find more information about careers in the next two years, the answers flowed. A simple

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Dr. Bruce Whiting makes a point in his seminar on career exploration.

Achievers display wares

The 1976 NAJAC Product Fair was a huge success, judging from comments made by the delegates, staff and visitors who crowded three and four deep around the booths Wednesday afternoon.

"This is great!" exclaimed Mark Kerrigan of La Crosse, Wis. It can definitely help you get product ideas to take back with you."

Mark's comments were echoed by everyone interviewed. The fair-goers also were pleased by the decision to hold this year's exhibit outside on the sidewalk in front of McNutt.

"Having the fair outdoors makes it easier to get to," commented Ellen Mausen of C&P Telephone, an adviser from Richmond, Va. "Of

course, it only works if the weather is nice."

Having an Achiever present to answer questions about the product on display was another change in this year's fair which was very well received.

"Just looking at a product doesn't tell you how it's made," commented Sharon Feree, an Achiever from Belvedere, Ill. who was exhibiting her company's product at the fair. "This way you can find out everything you need to know to get a product off the ground."

"Just seeing a product isn't enough," agreed Joe Fortunato of Greenwich, Conn. "Even if there's something written down it's not

always the information you need and then you're stuck if no one's there to talk to."

Efrain Mercado, an Achiever from Puerto Rico, approved of holding the fair on Business, Industry, and Education Day.

"VIP day is an especially good day for the fair," Efrain asserted. "This way the visitors really know what the kids are doing. They see the reports, and they see the work."

Quite a few green-carded guests could be spotted in the crowds around the booths. Herbert McLachlan from Ernst and Ernst in Lansing, Mich. was one visitor who was quite impressed by the fair. "It's super," he commented.

"There's no better way to learn. You can get out and see what your competition is making, see what is selling well — just like in real business."

"And this retail catalogue," he continued, tapping a JA Product Idea Book he held in his hand. "I picked this up and I'm taking it back with me. I think business in my area could use something like this."

The only improvements suggested by the people interviewed were having more products on display and having products available for sale whenever possible.

"It's set up really well," concluded Neil Draper of Cincinnati. "I can't think of any way to make it better."

SBA's Whiting explores careers

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experience of eating in a restaurant might open the door to numerous career ideas.

"The workshop really has two goals," continued Bruce. "First, I want to share with the delegates ways to get relevant information about creative career decisions and the economic aspects of those decisions."

Bruce encouraged lively discussion by asking Achievers to name all the important considerations in making a career decision. Does one need to work with people? Is creative expression, money, or the chance to be a leader important?

"I asked the Achievers to sit by themselves for a few minutes and jot down the considerations most important to them. I also asked them to repeat that exercise three and six weeks after their return. The pattern that emerges will help the Achievers learn more about themselves," Bruce explained.

Bruce's second goal is to impart information about the free assistance offered by the SBA to those who want to get into business or those who want to strengthen or expand their businesses. His department produces over five million business publications each year on such topics as site selection, business planning, and financial analysis.

"We also provide one-on-one counseling services for individual business problems," he explained. In addition, Bruce oversees the Small Business Institute program, where college business majors are allowed the chance to work closely with local proprietors in a lab-like situation.

And of course, SBA loans are available for qualifying projects. "The SBA will guarantee a loan if the applicant has solid documentation for a business plan," he explained. "We don't just give money away. If a business is viable, and there is a good indication of repayability, we'll usually grant the loan."

Bruce also hopes to explore the similarities between JA and the SBA. "I want to see if JA and the SBA might benefit from mutual or

supportive activities. The job Congress assigned to us is pretty much in line with what JA does.

"If everyone had Junior Achievement experience, people wouldn't have to come to our training sessions," Whiting commented. "Many of the participants don't know nearly as much about business as JA people."

The top Administration of the SBA has expressed interest in the purposes and functions of JA. "We really applaud JA and its Applied Management and Economic Awareness programs," the four-year SBA executive continued.

"We think JA is very helpful to the economics of this country. If JA expands, more people will be educated in the business world, and fewer people will need to participate in the publicly funded SBA programs."



Held outside McNutt, the product fair was a huge success. Achievers were present to discuss their products, which proved to be especially attractive to visitors for B,I&E Day. Above, Achiever Mark Smith of Norwalk, Ohio, examines one of the products, an acrylic backgammon set.

Fan mail from afar

When Mary Szczecinski, of Cleveland, Ohio, accepted her award as national secretary of the year at the 1974 NAJAC, she had no idea it would turn her into an international phenomenon. Although no publicity information was sent beyond the United States by Junior Achievement, her story was picked up by news media in Poland. To Mary's surprise, she began to receive fan mail — from Poland.

The first letter, which came in February of this year, nearly two years after Mary's award, arrived at her home less than a week after it was mailed in Kalisz, Poland bearing the address:

Written especially to Miss Secretary
Outstanding Secretary
Best American Secretary
Picked out during yearly contest for young business-

men
Mary Szczecinski
Seven Hills, Ohio.

The correspondent wrote (after translation from the Polish), "I read about you in our newspapers that you are the best secretary in the United States. I am sending you on this occasion sincere and warm congratulations, long life and pleasant days, and the best of everything in your life."

Believing the best secretary in America must have a great deal of money, he also asked for financial assistance.

In March of this year, Mary received a second letter from a Polish admirer. This letter, from Police, Poland, arrived in less than a week, despite being addressed only to:

Mary Szczecinski
Seven Hills, Ohio,
without any other street or

local address. In the letter, Thadeusz Galant, an engineer, sent Mary his congratulations and said he wished to begin a correspondence. Galant's home of Police is a suburb of the Polish community of Szczecin, the region from which Mary Szczecinski's name derives. He told Mary that an article, with her picture, had appeared in an area newspaper.

Mary has no idea how the information about her JA success got from Cleveland to Poland, because, to her knowledge, she has no living relatives in Poland. Mary, who is here at the Conference on the secretary of the year contest staff, was extremely surprised to receive the letters and discover that "the JA feeling" had crossed the Atlantic and reached the shores of the Baltic.

Communications seminar told

Know self, audience

"Who are you?" According to Bob Van Zandt, if you can answer that question in five different ways, you have fulfilled the first objective of the Effective Communications workshop. Most people, given this assignment, will respond with a list of labels—"I am a second year Achiever...I am a high school senior...I am a contest semifinalist." However, the question of *what* you are is not of as much importance to your audience as *who* you are. Developing a confident and persuasive speaking manner, developing skills toward relating to your audience, are dependent on first identifying your personal strengths and improving your personal weaknesses. The simplest way to overcome shaky knees or a knotted stomach is to be aware of what happens to you and what you must do to control it.

Knowing yourself, what relaxes you, and what you feel comfortable with assures that you will be able to devote proportionately more time to identifying your audience and their respective needs. Van Zandt advised researching the group prior to addressing them: pinpointing their age group and the makeup of their family, their economic status, their professional interests, and especially for a younger audience, their potential achievements. Prepared with this information, the speaker can detect and depress certain "hot buttons," which are concepts and impressions that will spur positive reactions within the assembly.

Within a smaller, more discussion-oriented group, a speaker can identify the collective needs along the guidelines of effective listening. Following the direction of Parent Effectiveness Training (PET), effective listening involves knowing how to ask the right questions and applying one's attention to the results.

For successful interaction with small groups, Van Zandt summarized the major principles of Transactional Analysis. A speaker can operate at any one of three different ego states: the parent, the child, or the adult. The parent tape repeats the set of prejudices, habits, and fears that is completely formulated in every human mind by the age of six. Advising Achievers how to deal with these patterns, Van Zandt said, "You can't change them, and you can't erase them. All you can do is learn to acknowledge them."

The child ego state expresses the emotions, along with the instincts for fun and innovation. Information is stored within the adult ego state, which operates completely independent of emotional input. Effective communication, as outlined in the workshop, requires a transaction between two adults operating in adult ego states. If he finds himself locked into an unproductive dialogue, a skilled speaker is able to reestablish another transaction by adopting the desired ego state.

Van Zandt's program coordinated

the methods of TA with those of a maxim conceived by himself and Al Bright. TORI, standing for Trust, Openness, Responsibility, and Integrity, is a circular procedure — the attainment of each of its goals supplements the rest. Trust involves acknowledging the parent state and the difficulty one has in overcoming early prejudices. Openness is defined by giving people enough information about yourself that they can identify with you and your personal needs. Van Zandt illustrated this with the statement that "People give to people, not causes."

Effective communication can be



After a virtuoso performance on the Indiana University Auditorium's pipe organ which drew a standing ovation from the more than 3,600 people in attendance, Kim Marshall of Winston-Salem, N.C., was declared the winner of the 1976 NAJAC talent competition last night.

frustrated if the speaker sloughs off responsibility from his own shoulders, throwing out "if only" clauses to his audience. Finally, TORI advocates integrity, with credibility laying the foundations on which the audience can identify with the speaker.

Van Zandt outlined four steps necessary to the organization of a convincing speech. The introduction is constructed on the "ho hum" approach, where the speaker assumes that his entire audience is asleep. He must find a very sensitive "hot button," which will gain and maintain their attention throughout the rest of the speech. One way to activate these hot buttons is by "stroking," or making subjective judgements of the members of the group. Strokes bring the interchange down to a more concrete and personal level, and thus more strokes equal more effective communication. A positive stroke is known as a "warm fuzzy." Prompting an equal and opposite reaction, a warm fuzzy usually warrants another warm fuzzy in return. A negative stroke is called a "cold prickly," but it doesn't stimulate immediate responses. According to Van Zandt, "You deliver them, and people wait to get you."

At the "so what" point, the speaker uses a story or description to motivate the group to visualize his main concepts. He may supplement his speech with some abbreviated statistics at this second stage. The third point of organization involves implanting the question "what can I do?" into the minds of the listeners. Without drawing conclusions for them, the skilled speaker moves on to the fourth and final point, suggesting how they can support his needs.

Delivery of the speech was also discussed by Van Zandt: "As a speaker, you've got to practice enough to find out what your style is." Consistent practicing will help to

establish patterns of discourse that the speaker can draw on even for impromptu speaking.

Whether presiding as president of a JA company, speaking as a member of a JA speakers corps, or pursuing a career as a professor or politician, Van Zandt advised the Achievers to "try to develop in your mass communication skills the ability not to get rigid." The effective speaker must do away with memorized speeches and inflexible outlines. To meet the immediate needs of a particular audience, he must be able to revise his agenda as he goes along. And at this point, the questions "who am I?" and "who am I speaking to?" should no longer lack for answers.

Calif. man wins award for enterprise

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when he received an announcement from Junior Achievement. "When the letter came, it was obvious that I would apply because I am very competitive. I had all sorts of side interests that I looked into, but it became apparent that I should do something I knew something about."

Pease consulted with friends in business and in the computer industry while working out his proposal. In all, about 100 hours went into developing the business plan.

Besides his participation at the 1961 NAJAC, Pease was active in JA for three years. The year he won the national award, he was president of a company that manufactured candles. The company, sponsored by Pacific Motor Trucking Company of San Francisco, returned 10% in dividends to its stockholders. Pease served as a NAJAC counselor from 1962 to 1968. "By that time I had seventeen blue and white shirts."

JA gave Pease his "competitive spirit and willingness to invest time. It was an invaluable experience that taught me there is no sure thing and that you must first establish your own credibility. There are 550 small business members of the Chamber that employ me. Because of JA I have a strong understanding of their operations and can talk intelligently to them."

Pease gives this advice to Achievers: "Recognize the need for and fun of hard work. How you feel during the first thirty seconds you leave the house to go to work is important. Those seconds have to have a magic feel. Ask yourself if this is where you want to be today. If it isn't then get out."

To future applicants for the Free Enterprise Award, Pease says, "Prepare your proposal as if you were going to the loan committee of the most conservative bank in town."

Royal Little donates grant

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there myself, I want to help other businessmen get started."

After an announcement of the award was mailed to all the eligible people, five responded with proposals. After careful consideration by him and a committee of JA leaders, Little decided to grant the first Free Enterprise Award to Burke Pease of Monterey, California.

What were the things the committee looked for in Pease's proposal concerning a computerized reservation system? First they checked the background of Pease and then those of his associates. Little checked with a three-man team from Digital Equipment Corporation to see if such a proposal was feasible. Pease

was required to forecast five years sales, earnings, and balance sheet figures. Finally, Little required that Pease's company be incorporated before the grant was given.

All in all, Pease made a "good presentation," said Little.

The second Royal Little Free Enterprise Award will be opened to all past National Conference officers and contest finalists who have completed their education.

Royal Little is active in thirty organizations including the local JA program in Providence, R.I., where he has contributed greatly to the growth of the program by challenging local businessmen to support JA.

Execs, Achievers trade ideas

Over 400 of the nation's top executives and educators walked the campus of Indiana University Wednesday for the National Junior Achievers Conference's annual Business, Industry, and Education Day yesterday. Businesspeople in attendance represented local Junior Achievement boards of directors across the nation, from the national board, and from America's top corporations. Among the visitors circulating among the discussion groups were Richard Terrell, vice chairman of General Motors and national JA board chairman; Royal Little, the founder of Textron and often called "the father of the modern

conglomerate;" and Mrs. Claire Giannini Hoffman, daughter of the founder of the Bank of America, A. P. Giannini.

One visitor, Charles Schweitzer, board president of the Dubuque, Iowa JA program, expressed the reason for many of the visits when he said that "for nine years I've heard about it, and now I decided to come down and see it."

One phrase continually used by visitors to describe the Achievers they joined was "the cream of the crop." Ross Roy, of Ross Roy Incorporated of Detroit, felt that Achievers everywhere were among this elite group. "They're in JA in the

first place," he said, "and the best of those come here."

Harold Brock of Deere & Company in Waterloo, Iowa thought that NAJAC was a "fine activity" for Achievers. "They can share their common experience," he said. Brock felt the most valuable thing about Junior Achievement was its accelerated pace. One JA year, he felt, "condenses all the bad and good things that can happen over generations in business."

"Mrs. Hoffman believes Achievers are "being acclimated to a business atmosphere, and to what makes business tick." NAJAC was not her first encounter with JA. "I saw a lot (of Achievers) for the first time in San Francisco," she said. "I was very much impressed." She is confident of the future of the delegates she spoke with. "They'll be more successful than anyone else, I'll tell you that," she said.

Textron founder Royal Little was extremely impressed by this year's NAJAC delegates. "I've never seen the enthusiasm you have here," he told one group. He also agreed with one member of the discussion group who said "once you come to NAJAC you're hooked. The enthusiasm is great," he said.

Achievers also agreed with their guests about Wednesday's activities. "I struck up some good conversations," said Mark Pulliam of Owensboro, Kentucky, calling the visitors "very friendly." It's hard to

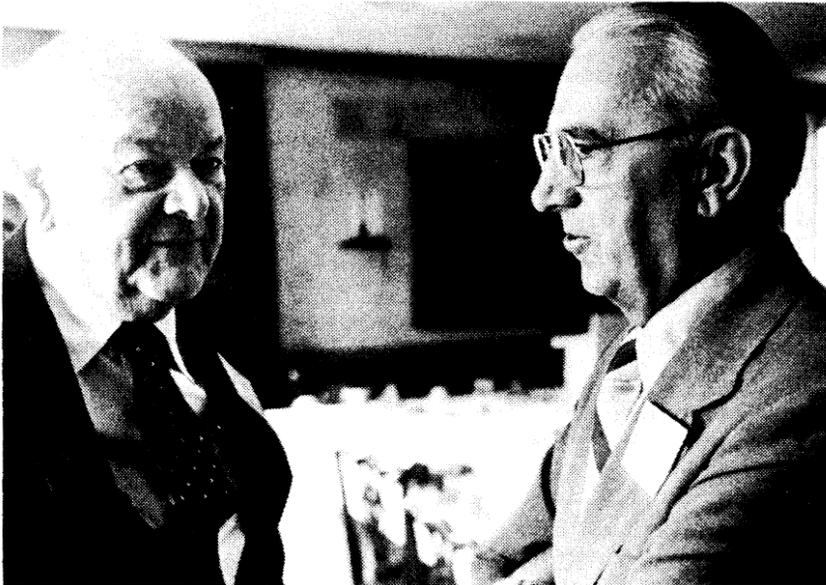
realize that businessmen are people too," said Maribeth Muckian of Ambridge, Pennsylvania, adding that "when they sit down on the ground and talk to you, it's great."

After a discussion with National Board Chairman Richard Terrell, Sandy Crowther of Foxboro, Massachusetts found it interesting to compare his duties with the duties of her counseling firm's chairman of the board with whom she prepared for NAJAC.

One Georgian Achiever, Richard Bird of Avondale Heights, was "a little surprised" when he found out "they really are human. They'll sit down with you."

Procter and Gamble's representative to Business, Industry, and Education Day, Tom Collins, had not come into contact with the program before. "This is my first exposure to JA," he said, "and to see the cream of the crop like this is quite an experience."

One of the Achievers who participated in Business, Industry, and Education Day, Mark Atkinson of Flint, Mich., felt that the visiting businesspeople "were very much a part of our discussion." John Easley, an Achiever from Danville, Ill., thought that the presence of the executives made the discussions of his group "a little better, because we had other kinds of views." "At first we all felt kind of shy," said Caryl Tobia of Wilbraham, Mass., "but they're so friendly."



At Wednesday's JA board luncheon, National Chairman Richard L. Terrell (right) chats with C.R. Smith, former chairman of American Airlines and member of JA's National Business Hall of Fame.

Business leaders honored by JA

Baseball's Hall of Famers have long served as inspiration for budding major league players. Few role models, however, have been recognized for outstanding business leadership. In 1974, Junior Achievement changed all that.

In that year, Junior Achievement established the only Hall of Fame for business leadership ever created in America. In an effort to provide inspiration for Achievers, JA asked the board of editors of *Fortune* magazine to select a group of laureates each year.

"The Hall of Fame highlights the fact that business leaders were highly influential in the development of our country," explained Joseph Francomano, executive vice president of Junior Achievement, Inc. Max Ways further commented in *Fortune* magazine that "Americans don't bestow much appreciation or renown on their business leaders. This lack of recognition hampers efforts to train new generations of businessmen."

Fortune first encountered difficulty in determining criteria for selection. The criteria had to be broad enough to cover the immense range of activities encompassed by the word "business" and flexible enough to accommodate the

fundamental changes that have occurred over two centuries. *Fortune* finally defined leadership simply as "outstanding and enduring contributions to improving the products, the processes, the efficiencies, or the human relations of business."

The Hall of Fame will honor living leaders, primarily. The initial group, however, honored fifteen members from history, ranging over 200 years of U.S. business. Henry Ford, George Washington, John D. Rockefeller, A. P. Giannini, Eli Whitney, Andrew Carnegie, and Thomas Edison are among the first group of inductees. At the same time, Royal Little, a 1976 NAJAC visitor, was one of the four living members inducted into the Hall of Fame.

In 1976, nine more persons were inducted; five were from history and four were living laureates. This group included the posthumous inductions of William Procter of Procter and Gamble and Walt Disney. Cyrus R. Smith, a current NAJAC visitor, was also one of the living persons honored. Joe Francomano feels that about ten persons will be inducted each year. As the historical backlog is diminished, the proportion of living laureates will continue to increase.



Business, Industry, and Education Day was enjoyed by Achievers as well as visitors, who spent most of their afternoon sitting in on discussion groups. The executives had ample opportunity to listen to Achievers discuss business topics and to add their own ideas.

