

# PROFILES IN MANAGEMENT

PART ONE: ON LEADERSHIP/PART TWO: ON MOTIVATION

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PART ONE: ON LEADERSHIP/PART TWO: ON MOTIVATION

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## PROGRAM SYNOPSIS:

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How do successful and effective business leaders do what they do? What special skills do they possess enabling them to manage successfully America's major corporations?

PROFILES IN MANAGEMENT, PARTS 1 & 2 is a documentary video program featuring three internationally known chief executive officers:

Sanford Sigoloff, Chairman President, and CEO of Wickes Companies

Jane Evans, former President and CEO of Monet Jewelers

Harold Williams, President and CEO of the J. Paul Getty Trust

The program is narrated by Dr. Warren Bennis, management consultant and university professor. Dr. Bennis is the author of the book, *Leaders: The Strategies For Taking Charge*.

PROFILES IN MANAGEMENT, PART 1 is about leadership. Leadership is the pivotal force behind every organization. It defines the quality of our business life, our corporate culture, and especially, our bottom line. In Part 1 of Profiles in Management, the three chief executive officers discuss their leadership strategies.

PROFILES IN MANAGEMENT, PART 2 is about motivation. A recent survey reports that only 25% of the work force say they are working at full potential. What do effective leaders do to get their employees to work at their full potential? In Part 2 of Profiles in Management the three chief executive officers discuss their motivational techniques.

*RUNNING TIME, PART TWO: 16 MINUTES*

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## BACKGROUND

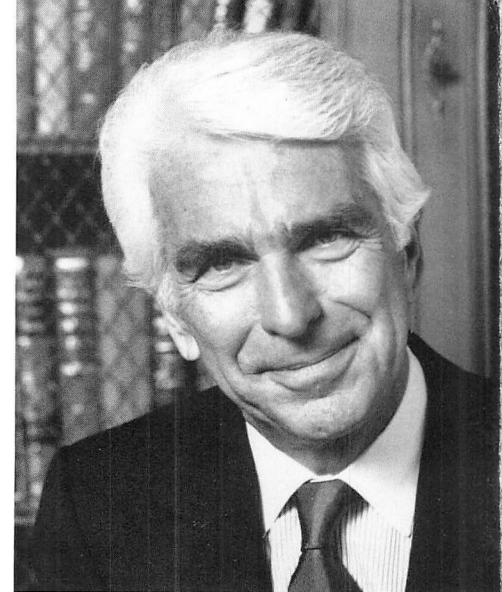
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### WHO ARE THESE LEADERS AND MOTIVATORS?

**Sanford Sigoloff** is President, Chairman and Chief Executive Officer of the Wickes Companies. Having begun his corporate career as general manager in a leading nuclear radiation facility, Mr. Sigoloff went on to top executive positions with Xerox Corporation, Republic Corporation, Daylin, Inc., and Los Angeles based Kaufman and Broad—one of the nation's largest home builders and owners of Sun Life Insurance Company. In 1982, he accepted his current position with the Wickes Companies, one of the nation's largest retailers engaged in merchandising and manufacturing throughout the U.S. and in several foreign countries. In a relatively short period, Mr. Sigoloff turned the company around from a bankruptcy-threatened \$2 billion company to one able to make a \$1 billion acquisition.

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**Jane Evans**, former President and Chief Executive Officer of Monet Jewelers—a 58-year-old costume jewelry manufacturer with distribution in department and specialty stores throughout the United States, Europe and Asia—was President of I. Miller Shoes at the age of 25. Hailed by *Glamour Magazine* as among the “All Time Ten Outstanding Working Women,” and by *Savvy Magazine* as among “Corporate America’s Top Women Executives,” Ms. Evans has utilized her extensive marketing and administrative experience to guide several top corporations to success. Prior to her position at Monet, her other positions included: Executive Vice President, Fashion, at General Mills, and President of Butterick Fashion Marketing Company.

**Harold M. Williams** is President and Chief Executive Officer of the J. Paul Getty Trust, which, among other activities, operates The Getty Museum in Malibu, California. Previously, having been appointed by President Jimmy Carter, he served as President of the United States Securities and Exchange Commission. He has also been Dean of the Graduate School of Management at UCLA, Vice President of Hunt-Wesson Foods, and Chairman of the Board, Norton Simon, Inc. He graduated Phi Beta Kappa from UCLA, was awarded his J.D. degree from Harvard University Law School, and began his career as a tax and corporation attorney with a Los Angeles law firm.

**Warren Bennis** (Host) has held professorships at MIT’s Sloan School of Management and at Harvard University. Currently, he is the Joseph DeBell Professor of Management at the University of Southern California. Dr. Bennis has also served as President of the University of Cincinnati. Numerous books include: *The Unconscious Company: Why Leaders Can’t Lead*; *Beyond Bureaucracy*; *American Bureaucracy*; *Organization Development: Its Nature, Origins and Prospects*. *Leaders: The Strategies for Taking Charge*, his newest book, was published by Harper and Row in 1985 (with Burt Nanus).

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## WHAT ARE THE COMPETENCIES OF EFFECTIVE LEADERS?

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### THEY HAVE VISION

Effective leaders are visionaries with clear cut ideas. They create a FOCUS for their company. Their visions or intentions are compelling and pull people with them toward a common goal.

### THEY COMMUNICATE THEIR VISION

Effective leaders know how to communicate their vision. Success requires the ability to induce enthusiasm and commitment in others. Articulateness is not a prerequisite for effective communication. The form a message takes may have as much impact as the message itself. A leader must have the capacity to influence and ORGANIZE MEANING for the members of the organization.

### THEY CREATE TRUST IN THEIR WORK-FORCE

Leaders must create an atmosphere of trust. They must demonstrate that they are reliable and consistent. We trust leaders because of their accountability, predictability, and reliability. As Admiral Hyman Rickover has said, leadership requires “courageous patience.” Trust involves constancy or “staying the course.” The effective leader must “keep at it, at it, and at it.”

left to right:

JANE EVANS

HAROLD M. WILLIAMS

WARREN BENNIS

## THEY POSSESS A GREAT DEAL OF SELF-KNOWLEDGE

Leaders know their worth. They know their strengths and weaknesses. They trust themselves without letting their egos get in the way. They keep working and constantly develop their talents through perseverance and discipline. Effective leaders are able to discern the fit between their strengths and weaknesses and the organization's. Leaders who possess positive self-concepts are good at their jobs. They enjoy their work and they are proud of their work—it reflects their value system.

## PART 1: ON LEADERSHIP

### PROGRAM OBJECTIVES:

To identify and analyze the four competencies that make up effective leadership.

To develop skills in program participants enabling them to become effective leaders.

### HOW TO USE PART 1:

Review the background material in this leader's guide.

Before showing Part 1, ON LEADERSHIP, introduce the session by explaining that the tape contains interviews with three top business leaders who discuss their leadership strategies. Ask the group members to think about their own lead-

ership skills and what strategies they use in leading others.

Introduce the three business leaders. Refer to their biographies on page of this guide.

Show the tape PROFILES IN MANAGEMENT, Part 1: ON LEADERSHIP. After showing Part 1, divide the participants into groups of 3-4 people. Ask each group to formulate a realistic project relative to the company's business requiring a leader and follower(s). For example, a division general manager may ask his/her sales managers to increase their staff sales quotas by 25% in order to boost division revenues for this quarter. Have one person observe the behavior and note what leadership qualities the chosen leader demonstrates. After the groups have finished the role play, have the participants describe the interaction they observed. Compare the participants' observations with those of the observer.

Wrap up the session by reviewing with the group the key skills used by all successful leaders.

## PART 2: ON MOTIVATION

### PROGRAM OBJECTIVES:

To identify and analyze the four motivational strategies utilized by effective leaders.

To develop skills in program participants enabling them to become effective motivators.

### HOW TO USE PART 2:

Before showing Part 2: ON MOTIVATION, introduce the session by explaining that Part 2 of the film interviews the same three top business leaders as Part 1. In Part 2, they discuss their motivational strategies. Ask the group to think about their own motivational skills and what strategies they use to motivate others.

Show the film PROFILES IN MANAGEMENT, Part 2: ON MOTIVATION. After showing Part 2, divide the participants into groups of 3-4 people. Ask each group to formulate a realistic project requiring one individual to motivate others. For example, they may work on a new project relative to the company's business, or participate in a focus group to work on a departmental problem, or develop a concerted sales effort to increase area sales by 15% in the next six months.

Have one person observe the behavior



SANDY SIGOLOFF

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and note what motivational qualities the chosen leader demonstrates.

After the groups have finished the role play, have the participants describe the interaction they observed. Compare the participants' observations with those of the observer.

Wrap up the session by reviewing with the group the key motivational strategies used by all successful leaders.

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## WHAT ARE THE STRATEGIES OF EFFECTIVE MOTIVATORS?

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### THEY DEVELOP A SENSE OF COMMITMENT

People who effectively motivate others develop in others a sense of commitment toward common organizational goals. They get their employees involved and have them participate in the planning crucial to the efficient operation of the company. By realizing that they are part of the processes involved in creating organizational goals, people feel they are active participants in decision-making, not just order-takers. When people feel that their input is important, that their committed participation is critical to the success of the organization, they are motivated.

### THEY DEVELOP A SENSE OF DIRECTION

Effective motivators give their staffs a sense of direction. By maintaining constant communication with people at all levels in the organization, leaders make

people feel that their work is meaningful, that it is directed toward achieving the company's goals, that it is helping to realize the organization's objectives. When people feel that they are doing more than "just-a-job," they are motivated to direct their best efforts toward corporate goals.

### THEY DEVELOP A SENSE OF GROWTH

When people feel that they have a chance to grow and develop with their organization, they are motivated. Effective motivators develop this sense of growth by providing their staffs with job challenges and career growth opportunities, as opposed to boring routine work, and a sense of "going nowhere."

### THEY DEVELOP A SENSE OF TEAMWORK

Effective motivators create a sense of teamwork in their employees, enabling them to realize their personal and professional goals with a sense of trust and camaraderie shared with their colleagues. As a result of top management's recognition of their combined team efforts, employees are motivated to contribute more on an individual basis.

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### RELATED FILMS/VIDEO PROGRAMS FROM SALENGER:

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*Beyond Theory Y*  
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*Managing Motivation*  
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