

Too many bosses spoil the industry

By JEANNE LESEM
United Press International
Industry should get rid of half its bosses, says behavioral psychologist Alfred J. Marrow. "Adults are quite capable of handling their lives outside their homes, at their jobs," Marrow said in an interview. They need fewer supervisors and managers, not more.

As president of the American Board of Professional Psychology and former Commissioner of Human Rights of New York City, he's heard the complaint from working people over and over again: too many bosses.

"It's very true," Marrow said. "A good manager will come to a work group if he has a problem."
If a shirt manufacturer's customers are returning merchandise because the collars are crooked, he said the people who make the shirts are more likely than management to identify the problem quickly if they get together to talk about it.

But if the boss comes on as an adversary, bawling them out for bad work and threatening to or actually firing some, the remaining workers will probably react angrily and work will suffer.
He recalled an insurance com-

pany in Hartford, Conn., that got about 50,000 pieces of mail every morning. One person was assigned to slit the envelopes, starting at 6 a.m. When a meeting was called to discuss the frequent turnover of employees in that job, one worker suggested that the starting hour be changed to 7:30, and the one person to a team of four to five.

The solution worked, Marrow said, because one person was no longer stuck with a boring and lonely job for four to five hours. The work got done in one hour, and the people who did it were then given more varied and interesting clerical

duties the remainder of the day.
That's called "job enrichment." More American companies are turning to it because surveys show it's number one on employee lists of importance: "not wages, not hours. They are fifth, sixth, seventh," Marrow said.

Job enrichment and employee participation gain the support of top organizations because they are good for production and reduce staff turnover, he said.

For employees who have not yet discovered they can actually influence management, he suggests:
If you have a problem or objec-

tives that will be good for the company, first discuss them with your co-workers.
"Get together as many people as you want, but don't coerce any to join you. This is not what a guidance committee is for."

"If you have six in 10 who are willing to speak to the boss, you're likely to be successful. Tell the others, 'we won't involve you, but you're welcome to join us later if you want to.'"

Marrow said it is best for all who share the same views and objectives to be present when the presentation is made.

"A spokesperson almost always gets back to a one-to-one basis again," and loners are losers, he said.

You have to give each person a sense of involvement, although a group that gets beyond 25 persons puts many in a passive position that isn't good.

One big corporation solved that problem by calling meetings of 20 persons each, for a total of 400 meetings of one hour each over about three months. Marrow said it cost the company about 8,000 production hours and \$40,000 in time lost, but if it resulted in one per cent im-

provement in company productivity it saved the company more than a million in costs. At the beginning of this century, two industrial engineers recommended simplification to increase productivity.

"It took us 50 years to find that doesn't work," Marrow said. "Most stress in people comes from their jobs. Problem solving and job enrichment are preventive medicine. They eliminate stress."

"People in jobs are just beginning to realize that a good salary is not enough to pay for heartbreak at a job."

Houston's ZZ Top goes national

United Press International
I guess," said Billy Gibbons, tugging on his pearl-gray ostrich skin cowboy boots. "You could say we're living the Texas myth — right up front for the world to see. I mean, we grew up with it and it seems natural — but it comes off differently in other places."
"We want to have the biggest — and the best — show there is. And if that's not the Texas image, nothing is."
Gibbons is guitarist for ZZ top, a sequined, cowboy boogie trio from Houston, and by far the most popular rock 'n' roll band in the Lone Star State. Gibbons, bassist Dusty Hill, and drummer

Frank Beard draw crowds numbering in the hundreds of thousands to their infrequent home state appearances.
In the past two or three years, ZZ has been spending a good deal more time on the road outside Texas than in — largely in an effort to combat its image as a "regional" band. Their current show is called "Takin' Texas To The World," a mammoth road production that has so much equipment and props it requires a half-dozen semi-trailer rigs to carry it all, along with an incredible live menagerie that includes a buffalo, a Longhorn steer, a buzzard, and a rattlesnake, all of which appear on stage before or

during the show.
Such overwhelming gimmickry could lead many observers to suspect that the band has so little to offer musically that it must make up for its limitations with showmanship.
Well, the showmanship is there, all right — but so is the music provided that you get off on the blues and blues-based rock 'n' roll, because that's all ZZ Top plays.
Gibbons is a gifted guitarist with the kind of stage instinct that lets him play an audience nearly as effortlessly as he handles his guitar.
There is an exciting, driving

brand of boogie on stage, but ZZ and producer-manager Bill Ham have always had difficulty in the recording studio.
Now, however, they have come up with the album that could do it all — establish the band nationally, and prove that they can make cohesive lps that capture at least some of the stage excitement. It's called "Tejas" London PS5-680, and although the album as a whole is a bit low-key than ZZ live, the playing, the songs and the recording quality are all several notches above anything the band has done before.
Give a listen — ZZ Top may bring Texas to you.

'Bandstand' to celebrate 25

By VERNON SCOTT
United Press International
HOLLYWOOD — Dick Clark was the baby-faced emcee of "American Bandstand" almost a quarter century ago and today he remains the baby-faced host of the indestructible music show.
Clark hosts for two hours of ABC-TV's prime time Feb. 4 a celebration of the 25th anniversary of "Bandstand" which, along with Lawrence Welk and a couple of soap operas, is among television's longest running shows.
Adult viewers who have accidentally tuned in over the interminable run of the show can see nothing has changed. Not the rampant acne. Not the indecipherable lyrics. Not the ear-splitting amplification of electric guitars.
Even Clark's expressionless

boredom, his indifference to the cacophony and wild gyrations surrounding him, remains precisely the same.
But hold! Clark, an exceedingly bright and articulate man, says only he and the format are unchanged.
"When I took over in 1956 Jerry Vale, Georgia Gibbs and Don Cornell were the big music stars," said Clark who was having lunch in a sports shirt. The only time he wears tie and jacket is on the show where he symbolizes the terminal square.
"There was no rock and roll in those days. We played popular music, and were living in the age of Patti Page and Johnny Ray — both of whom, incidentally, will star in our anniversary show."
Clark is convinced the music has improved, if only because there is so much more music around to choose from. But he's not a critic and doesn't select the songs played on the air.

The first star to emerge from the show back in the early 1950s was Joni James. But virtually none of stars have appeared with her over the years and hundreds have been represented by the show.
"Our anniversary show will feature 112 stars," Clark said. "I will be performing live. Others will be seen on tape or film. They represent the 50s, 60s and 70s."
Among the performers will be Everly Brothers, Johnny Cash, Barry Manilow, Sonny and Cher, Helen Reddy, Paul Anka, John and David Bowie, and Williams will conduct a 25-band composed of some of the pop musicians in contemporary music.
Pat Boone, who, like Clark, hasn't aged a day since his birthday, will also appear on the show.
Chubby Checker will be on the show to revive "The Twist" which he said is the all-time record holder in length of time at the top of the charts. The first television appearance of the Jefferson Airplane will be rerun, along with the "Bandstand" appearance of Mamas and Papas.
Film clips of the kids who were on the show 20 years ago, in their 30s, will be matched up with recent footage taken of them.

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Nation's "gambling epidemic" spreading

United Press International
BOULDER, Colo. — The United States is in the midst of a "gambling epidemic," says a University of Colorado sociologist who has spent 10 years studying gambling in America.
"There's no swine flu epidemic, but there's a gambling epidemic and there's more to come," said Tomas Martinez, who has interviewed hundreds of gamblers and watched them wager. "But it could take maybe 10 years until government policy recognizes it."
Martinez said recent studies indicate there are four million to 10 million compulsive gamblers in the United States. He said such compulsive gamblers wager for the same reason alcoholics drink or drug addicts use heroin — to get high.
"Compulsive gamblers usually find that nothing else turns them on like gambling," he said in an interview. "It makes them feel alive. It excites them."
"Like drugs or stealing are for other people, it's an exciting thing like nothing else in the world. It becomes an addiction."

He says gamblers often see themselves "as having prestige, performing daring and forceful actions." He said one would imagine himself as an international gambler with international money backing him.
"Since compulsive gamblers are reasonably adept at playing, they could and do play for long periods of time — often until fatigued," said Martinez.
"Fatigue combined with overindulgence takes its toll. Betting becomes irrational, and losing results."
He said compulsive gamblers come from all social classes and find

forms of gambling suited to their preferences.
Martinez said compulsive gambling, like any addiction, can lead to such consequences as loss of job, jail, family breakup and attempted suicide.
He said the cure rate for chapters of Gamblers Anonymous is only about 10 per cent, and the cure is not necessarily permanent.

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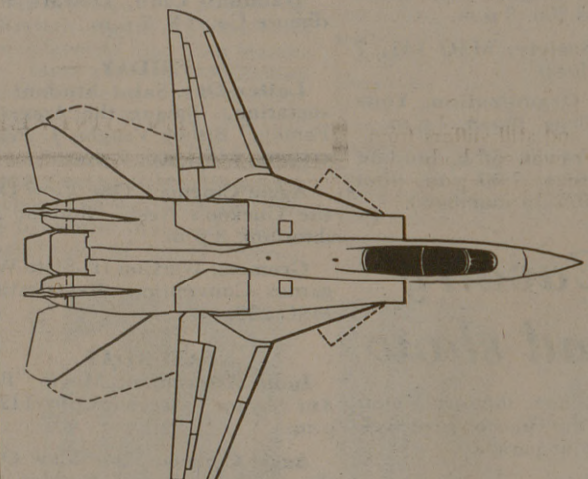
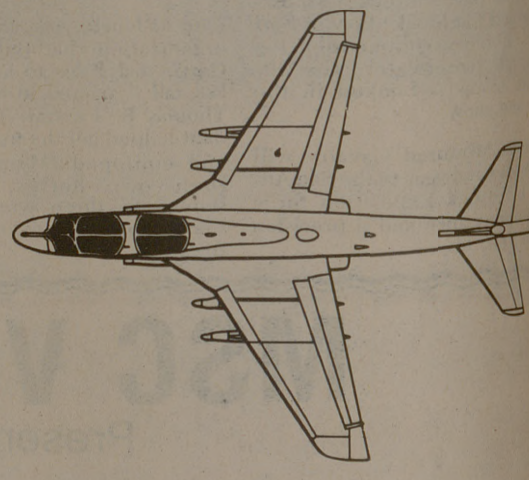
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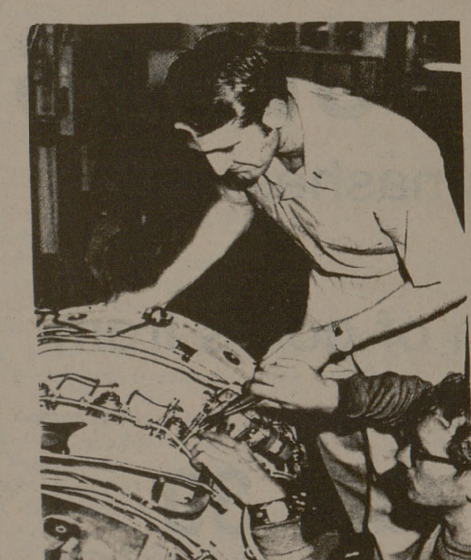
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