

Book gives 'one minute' plan for management

United Press International
NEW YORK — Contary to what many, perhaps most, business people profess to believe today, the best management still is

personal, says Dr. Spencer Johnson, co-author of "The One Minute Manager."

Johnson thinks an instinctive belief in personal management

is one reason for the success of the book he co-authored with Dr. Kenneth Blanchard of the University of Massachusetts. Behind the catchy title is a clear blueprint for taking only one minute to carry out critical steps in management.

Johnson, who is both a psychologist and a physician, practices in California. The book he and Blanchard wrote sold about 20,000 copies when they published it privately in California in May 1981. Now William Morrow & Co. is bringing out a new edition with an initial print order of 400,000. Johnson said old fashioned

personal management is best day in and day out if it is executed in a simple, direct and well thought out manner.

That is what "The One Minute Manager" is about: how to communicate goals to employees in one minute and how to follow them up with one-minute praisings and one-minute reprimands that get results.

Johnson and Blanchard have a thick file of enthusiastic letters from companies around the country saying their blueprint for day-to-day personal management really works.

The whole thing boils down to

three "secrets:"

•Managers must first decide on a goal for a specific situation, write it out, then polish it until they are sure it can be communicated effectively and correctly to employees in only one minute. Of course, setting the one-minute goal takes longer than a minute.

•One-minute praising means prompt praising — "praise trainees when performance is approximately right, praise experienced people when performance is exactly right." And the manager should be very specific about what he or she is praising.

•A one-minute reprimand is an equally effective managerial secret but must be used with greater caution.

With trainees and people learning a new task, Spencer and Blanchard say, it is probably best to go back to restating goals in one minute rather than to reprimand. But with experienced workers who are competent and well motivated, they say the one minute reprimand gets marvelous results.

Like the one minute praising, the reprimand should be prompt and specific. "Tell people how you feel about what they

did wrong and in no uncertain terms; stop for a few seconds of uncomfortable silence, the mind them of how much you value them and shake hands with them in a way that they know you are honest on their side."

Finally, the book says, when a reprimand is over, it's over.

Come to think of it, if Johnson and Blanchard preach sounds familiar because much of it is deep covered in many books and on how to be a good

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Frito-Lay nixes Nabisco cookie empire

United Press International
DALLAS — Call it a good old-fashioned cookie war.

Frito-Lay Inc. is going nationwide with a revised line of "Grandma's Cookies."

The new step puts Frito-Lay in competition with Nabisco, the giant of the cookie industry. But Nabisco plans to enter the "salty snack" business which Frito-Lay dominates.

It's a war that will be fought with national advertising, news-

paper coupons, and pressure on grocers for increased shelf space. Indications are it also will be fought with strong words.

"From our point of view, there are some substantial consumer dissatisfactions with the cookies now available nationally," Kenneth Treece, a Frito-Lay vice president, said. "Consumer feedback shows that currently available cookies are, well, dry and stale-tasting."

Claude Hampton, president

of Nabisco's biscuit group, said, "We do not feel that statement shows a real understanding of the cookie market. Our cookies have broad mass appeal as our place in the market clearly indicates. We have some of the best-selling products."

Frito-Lay has opened cookie bakeries in Tennessee and Pennsylvania and plans to convert a warehouse it owns in the Dallas area into a bakery.

The company is now moving

city by city into the national market. Kansas City was first and almost immediately Grandma's Cookies were third in the market. After two-and-a-half months, they were second only to Nabisco with a solid 20 percent share and cookie sales in supermarkets in the region jumped 30 percent.

"If everything goes right, we'll be national before the end of 1983," Treece said.

Treece said their big thrust is

packaged cookies sold in

markets. It is a \$2.5 million market and he feels Frito-Lay can misspelt and the No. 2 spot behind Nabisco almost as soon as its national work is established.

Details of Nabisco's move into the salt snack business are murky.

Nabisco is just getting started testing so it's too early to say what products or techniques Nabisco will use, Hampton said.

Doctors staple stomachs in experimental program

United Press International
PISCATAWAY, N.J. — Taking another shot at their dream of having slim bodies, almost two dozen overweight volunteers in an experimental program have allowed doctors to permanently staple shut part of their stomachs.

For researchers at the Rutgers Medical School at the University of Medicine and Dentistry of New Jersey, the operation is the keystone in a study of morbid obesity — a condition in which people are at least 100 pounds overweight.

The human guinea pigs see it as nothing less than a chance at a new life.

"Having been there, I will never go back," said Barbara Cox, 34, of Jersey City who has dropped 109 pounds from 252 pounds since her operation last July. "It has completely changed my whole life."

Dr. Robert Brolin, an assistant professor of surgery at the medical school who has performed the operations on the 22 participants, said the study considers severe obesity a psycholo-

gical problem. "We just don't understand why people let themselves get to the point where they require this type of operation," he said.

He said the program had worked for Cox because of her attitude.

"She was successful because she was extremely well-motivated," Brolin said. "She just decided once she had this, it was going to work."

Cox said, "I had enough of being fat, and nothing else was working," explaining why she opted for the drastic operation.

She agreed with the program's premise that obesity has psychological roots.

"I had a lot of problems, one on top of the other, and eating was my solace," said Cox, a telephone operator in New York. "Eating got to be too much of a solace."

She said she now realized many of her problems were compounded by her obesity:

"I think I was very naive, I never realized how really prejudiced people are against fat people."

Because the operation is drastic, volunteers are carefully screened.

They must be at least 100 pounds overweight, free of glandular disorders, and seriously desire to lose weight.

Then they are interviewed by Dr. Daniel Greenfield, an assistant professor of psychiatry at the school, who determines whether they can tolerate dramatic changes in their habits imposed by the operation.

Once volunteers accepted, Brolin staples the part of their upper stomach below its juncture of the esophagus, reducing the amount of space through which food enters. A liquid diet is required for several weeks to prevent staples from breaking down.

Brolin says the procedure which he calls a multidisciplinary clinical trial, rejects patients who expect a magical change in their lives. He said counseling and training in nutrition were vital to the method as the operation.

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Day	Class	Dates	Times	Location	Student Fee	Non-Student Fee	Instructor
MONDAY	Beginning Glazing	Sept. 20, 27 Oct. 4	5:00 - 7:30 p.m.	Craft Center	\$11.25	\$12.75	Ann Dobbs
	Furniture Construction	Sept. 20, 27 Oct. 4, 11, 18, 25 Nov. 1, 8	7:00-10:00 p.m.	Woodshop	\$20.00	\$20.00	Wayne Helton
	Quilting	Sept. 20, 27 Oct. 4, 11	7:00 - 9:00 p.m.	MSC 137	\$12.00	\$13.60	Norma Metzger
	Batik	Nov. 1, 8, 15, 22, 29	7:00 - 9:00 p.m.	Craft Center	\$15.00	\$17.00	Karen Copp
	Paper Maché Masks Embroideries from Around the World	Oct. 4, 11, 18, 25 Sept. 20, 27 Oct. 4	7:00 - 9:30 p.m.	MSC 137A	\$11.25	\$12.75	Linda Greaves
TUESDAY	Basic Drawing	Sept. 21, 28 Oct. 5, 12, 19, 26	6:00 - 8:00 p.m.	MSC 137A	\$18.00	\$20.40	Helen Finney
	Beginning Pottery	Sept. 21, 28 Oct. 5, 12, 19, 26	6:00 - 8:00 p.m.	Craft Center	\$18.00	\$20.40	Ann Dobbs
	Matting and Framing	Sept. 21, 28	7:00-10:00 p.m.	Craft Center	\$ 9.00	\$10.20	Chris Keeton
	Beginning Stained Glass	Oct. 5, 12, 19, 26 Nov. 2	7:00 - 9:30 p.m.	Craft Center	\$18.75	\$21.25	Connie Hester
	China Painting	Sept. 21, 28 Oct. 5, 12, 19, 26	7:00 - 9:00 p.m.	MSC 137A	\$18.00	\$20.40	Inge Vasovski
WEDNESDAY	Counted Cross-Stitch	Sept. 21, 28 Oct. 5, 12, 19, 26	7:00 - 9:00 p.m.	Craft Center	\$18.00	\$20.40	Marcel Crouch
	Woodshop Orientation	Sept. 22, 29 Oct. 6, 13, 20, 27	7:00 - 9:00 p.m.	Woodshop	\$18.00	\$20.40	Mike Butler
	Water Color	Sept. 22, 29 Oct. 6, 13, 20, 27	6:00 - 8:00 p.m.	MSC 137	\$18.00	\$20.40	Karen Copp
	Acrylic Painting on Paper	Sept. 22, 29 Oct. 6, 13, 20, 27	8:00-10:00 p.m.	MSC 137	\$18.00	\$20.40	Karen Copp
	Introduction to Calligraphy	Sept. 22, 29 Oct. 6, 13, 20, 27	6:00 - 8:00 p.m.	MSC 137A	\$18.00	\$20.40	Stacia Ogles-Smith
THURSDAY	Glass Etching	Sept. 22, 29	1:00 - 3:00 p.m.	Craft Center	\$ 7.50	\$ 9.00	Wayne Helton
	Intermediate Pottery	Sept. 23, 30 Oct. 7, 14, 21, 28	7:30 - 9:30 p.m.	Craft Center	\$18.00	\$20.40	Karen Glenn
	Small Wood Projects	Sept. 23, 30 Oct. 7, 14	7:00 - 9:00 p.m.	Woodshop	\$12.00	\$13.60	Robert Paxton
	Basic Bike Repair and Maintenance	Sept. 23, 30 Oct. 7, 14, 21, 28	7:00 - 8:30 p.m.	Craft Center	\$13.50	\$15.30	Larry Pecht
	Tube Painting on Fabric	Sept. 23, 30 Oct. 7, 14, 21, 28	7:00 - 9:00 p.m.	MSC 137	\$18.00	\$20.40	Naomi Shoemaker
WEEKEND	Intermediate Stained Glass	Sept. 23, 30 Oct. 7, 14, 21	7:00 - 9:30 p.m.	Craft Center	\$18.75	\$21.25	Connie Hester
	Macramé	Sept. 23, 30 Oct. 7, 14, 21	7:00 - 9:00 p.m.	MSC 137A	\$15.00	\$17.00	Pam Harmatuk
	Beginning Needlepoint	Sept. 23, 30 Oct. 7, 14, 21, 28	1:00 - 3:00 p.m.	Craft Center	\$18.00	\$20.40	Marcel Crouch
	Introductory Woodturning Workshop	Oct. 2 Oct. 3	10:00 a.m.-3:00 p.m. 12:00 noon-3:00 p.m.	Woodshop	\$15.00	\$15.00	Edward Scull

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