

How corporate America could gain from merits of nonprofit managers

By James Warren
special to Thumbs Up

If the March 26 Business Week is correct, America's wounded industries blew it by not enlisting the Girl Scouts long ago.

"Surprise!" blares its cover. Inside, it proclaims that corporate America has much to learn from the Girl Scouts, the Lyric Opera of Chicago, Planned Parenthood and other nonprofit organizations.

The weekly contends that some of the best-run operations don't have shareholders or bosses sitting on mountains of stock options. Indeed, the best managers, such as Salvation Army chief James Osborne, may earn salaries such as \$18,200, plus housing, that counterparts in the profit-making sector consider chump change.

Frances Hesselbein, recently retired executive director of Girl Scouts of America, Brown University President Vartan Gregorian, Planned Parenthood leader Faye Wattleton (the highest paid, at \$166,800) and Lyric Opera's Ardis Krainik are among those lauded. Hesselbein, 73, receives the sort of effusive praise usually reserved in these pages for bloodthirsty takeover specialists beloved by Wall Street.

"If I had to put somebody in to take (retiring Chairman) Roger Smith's place at General Motors," management consultant Peter Drucker is quoted, "I would pick Frances. Because GM's basic problem is the same as the task Mr. Gorbachev has in turning around a huge bureaucracy, and that is her strong point."

One learns that upon taking over in 1976, Hesselbein confronted a snoozy, mostly white middle-class organization with declining membership, outmoded instruction and the specter of being taken over by the Boy Scouts.

She clarified the group's mission, to "help a girl reach her highest potential." She also installed common planning and management systems for 350 independently run councils nationwide; instituted training programs for all personnel; placed far more emphasis on attracting minorities; and expanded subject matters to be taught, notably science, environment and business.

Krainik is lauded for putting a meat cleaver to costs, "even recycling nuts and bolts used for scenery"; proving adroit at fundraising; and being tough in personnel matters, most vividly giving superstar tenor Luciano Pavarotti the boot after he canceled 26 of 41 shows.

The real lessons to glean from the nonprofits, according to the weekly, include persuading workers that their work is as important as the numero uno's; encouraging workers to implement new ideas; articulating a vision of a higher purpose; and setting yearly goals and rewards for employees.

Of course, a sugar overdose might also be profitable. Instead of bashing the Japanese, maybe Lee Iacocca should look for improved mileage and make sure that all Chrysler Corp. glove compartments come equipped with boxes of samoa and cabana creme cookies from the Girl Scouts.

April Life has a gentle profile of polio vaccine creator Jonas Salk's latest foray, AIDS prevention, but doesn't note the head-turning requests of the Roman Catholic

Magazines

Archdiocese in Los Angeles for elderly nuns and priests to serve as guinea pigs for Salk's AIDS vaccine. There's a strong, depressing Gregory Jaynes look at how Romania, even after the deaths of the sinister Ceausescus, is as psychologically crippled and tormented as any long-term prison inmate groping with freedom.

The March issue of *Emerge*, a promising new magazine geared to black yuppies who consider *Ebony* too soft and celebrity-driven, has the Chicago Tribune's George Curry exploring how younger blacks who mull joining the Republican Party are caught between a sense of opportunity and anxiety over Ronald Reagan's anti-black legacy. Elsewhere, it explores poor black-Hispanic relations, conceding that the potential power of their total numbers

(50 million) is emasculated by cultural gulfs and nasty competition.

Socialist Review makes clear that all feminists aren't alike, certainly not all Italian feminists, detailing a wicked split in the ranks over proposed Italian legislation on sexual violence. The dispute centers on what exactly "liberation" of women should mean: the search for parity with men or, instead, a heightened recognition of women's "inferior" status. Not even the proposed mandatory prosecution of marital and non-marital rape elicits unity: Some feminists argue that the law is harmful in its very assumption of female weakness and the need for state protection.

The March 26 Newsweek quotes an "insider" on the Jane Fonda-Ted Turner friendship: "They're two smart people with no sense of humor; maybe they'll be very happy."

James Warren writes for Knight-Ridder News Service.

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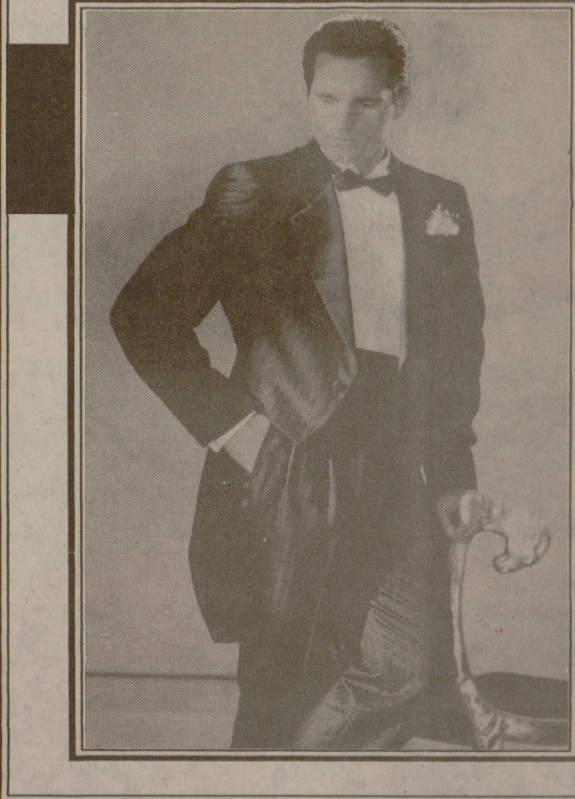
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Apartment Living

Up the Down Staircase.....



Renee Primm

Diet: The ultimate four letter word

It's that time of year again. Time to leave the safety of your apartment and your over-sized sweaters and brave the relentless stares and analysis of friends and strangers as you bare all by the pool. It's swim suit time! I'm excited.

The swim suit edition of *Thumbs Up* is a sure sign that those extra pounds that we thought we were hiding all winter are about to be seen by all. It's hard to disguise much of anything in a swim suit.

Some friends and I decided to try this amazing diet. It promises that you will lose ten pounds in three days.

"I can handle anything for three days," I boasted.

We bought all kinds of wonderful food . . . cottage cheese (it's curdled milk for Pete's sake!), lots of tuna (no mayo, no mustard, no relish, no onion, just dry tuna), and my personal favorite BEETS.

I asked a friend how she was doing after day one. She lied, "It's not too bad". After day two she was singing a different tune.

"How were the beets last night?"
"They were great - IF YOU LIKE DIRT!"

Nothing like a good healthy diet to bring out the best in all of us. The three day diet had turned into a two day diet - no problem!

Maybe a diet wasn't the answer. Maybe I should try the gym. Working out would be much easier. So I went to the mall, spent \$100 on workout attire, another \$100 on a one month membership and I was all set.

My first day at the gym was a lesson in humility. I put on my \$100 outfit and feeling semi-confident decided to leave the dressing room. Big mistake.

I somehow completed a set on the first weight machine and had just moved to the second. I was sweating profusely and had decided that my outfit wasn't half as cute as I thought it was. Then SHE walked in.

You know her. You've seen her. The hard body. She strided across the room with an air of

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By Bettelou Peterson

Knight-Ridder News Service

I'd like to know about Mrs. Hayes and her husband, who played Doug on "Days of Our Lives." Julia just came back and I'd like to know what they did in between. Also tell me the address of the writers of "DOOL." — T.F. Sr., Monevallo, Ala.

A. Susan Seaforth Hayes was Julie Williams on "DOOL," 1968 to 1984. Bill Hayes played Doug Williams, 1970 to 1984. A romantic duo in the soap, they also were a pair off camera. Seaforth and Hayes married in 1974, two years before Doug and Julie wed on the show. The Hayeses left "DOOL" to try other ventures, mostly in the theater. Bill Hayes returned to the show for a time in 1986. Susan Seaforth Hayes played Joanna Manning on "The Young and the Restless," 1984-89, before rejoining "DOOL." As for writers, they change. Address comments to Ken Corday, executive producer, NBC-TV., 3000 W. Alameda Ave., Burbank, Calif. 91523.

G. I've always wondered if the Salem in "Days of Our Lives" is Salem, Ore. They never say. — A.A.F., Portland, Ore.

A. Like most soap opera settings, it's a fictional city.