

Accent

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Strater (above) has wintered in Palm Beach every year since 1934 ... he has painted three portraits of his one-time friend, Ernest Hemingway (left)

Famous Friends Color Artist's Memories

He fished with Hemingway and went to school with Fitzgerald. A survivor of the 'lost generation,' 89-year-old Henry Strater reflects on his past — but looks toward the future.

By Gary Schwan

Staff Writer

In 1930, Ernest Hemingway wrote Archibald MacLeish from a hunting camp in Montana. He was feeling sassy. He had "killed two damned big old cattle eating bear," and he warned the poet:

"Don't let Mike tell you anything about guns. Every thing (sic) he has written me about guns is utter nonsense. As a matter of fact, don't let anybody tell you anything about guns but old Pappy."

More than a half century later, Henry (Mike) Strater was talking about guns. It was the shank of



Fran
Hathaway



Workplace Values Reveal Corporate Generation Gap Young Managers Want Input On Decision-Making Process

Today's evolution in value systems may be most obvious in people's personal lives. But it's showing up at work as well, and it's a phenomenon that corporate leaders, their own values formed in a different era, are not always well equipped to deal with.

The straws have been in the wind for some time now.

Four years ago, I attended a seminar at which a speaker from a prominent polling organization discussed Work Values Signal, her company's continuing study of changing work values. The sum of her remarks was that many corporate officers do not understand the values of employees under 35 years of age.

These workers are better educated and more sophisticated, she said. They want to offer input and be listened to seriously. They are not excited about simply carrying out a job given them by others.

What this means for management is that employees no longer can be treated in a standardized fashion. "Our studies say they want meaning and personal growth in the workplace, and managers who are more collegial, less authoritarian, good communicators and better motivators."

A recent story in the *New York Times* drew a graphic picture of how this is showing up in 1985: It seems the chief operating officer of a huge industrial company brought together 300 of his managers to pep talk them into trying harder since the competition was gaining on them.

"The only purpose of this company," intoned the 57-year-old man, "is to make a top return on the capital invested in it. We're not around to build the best products. That's just what we do to get return on equity."

The reaction he saw in the eyes of those listening was negative. And in the months that followed, not only did the competition continue to narrow its margin but several of his best managers left the company.

...the painting. The two-story structure looks more like a house than a museum. The artist is fond of the area. He has returned each winter since 1934. The house was so still that its occasional shifts and creaks sounded like rifle shots. The paintings of a lifetime surrounded him. The lovely, pensive faces of models long dead stared down from the walls.

But Henry Strater, usually full of jokes and fond stories, was talking of guns and Ernest Hemingway. Hemingway — his quondam friend and *bete noire*, the writer whose portrait he had painted three times, the man to whom he has been linked against his will by biographers and journalists, ever since that day in 1961 when the great man put a shotgun in his own mouth and pulled the trigger.

"He was an S.O.B.," Strater said, judiciously. Turn to STRATER, C6

It was a farewell dinner. He was leaving shortly for Maine, returning to his Ogunquit home. There he had built an art museum for his collection and a hospital for his neighbors. And there he had done some of his best painting, capturing the perduring qualities of the rocky coast around the old artists' colony founded by Hamilton Easter Field.



Henry Strater painted this colorful still life, 'Calceolaria' in 1930

What this boss didn't realize is that today's managers live according to a different set of criteria. They want to have input on decisions. They want their company to care about more than short-term profit. They don't want to sell their soul to the company store.

Harvard Business School professor D. Quinn Mills, author of a book due out soon titled *The New Competitors*, said this CEO was confused. He had provided the kind of motivation he had received as a rising star. "At that time, all young managers expected to be given marching orders by their superiors, and to have those orders revolve around the sole goal of profitability."

Why didn't it work this time? Because young managers today have different definitions of what makes an organization successful. Their lifestyle concerns do not mirror those of their elders. They do not choose to devote all their waking hours to the company. They are willing to work hard, but they also want to feel part of the decision-making process.

Older executives may read this as rebellion or lack of ambition. That, Mills said, would be a mistake. "The younger manager may be defining a different type of ambition — to advance in the company but also to balance other responsibilities."

Since an estimated 45 percent of all costs in a corporation are labor costs, Mills said the smart elder executives will try to accept the differing lifestyles and treat workers as people, not just performers. They'll try to close the corporate generation gap by making employee involvement a management style throughout the organization.

At first, some may feel threatened by this. But maybe it will help if they tell themselves that about the time they're ready to retire, yet another new generation will be entering the work force, probably bringing values of their own designed to give fits to yet another group of older executives. Some things never change.

Author Guiding Force Of 'Aquarian Conspiracy'

By Barbara Somerville

Staff Writer

Marilyn Ferguson wrote a book that brought closet conspirators out of their aloneness to form an influential, but invisible network of like-minded people. That book was *The Aquarian Conspiracy: Personal and Social Transformation in the 1980s*.

Ms. Ferguson and her husband Ray Gottlieb will conduct a daylong seminar Saturday in Palm Beach Gardens to help people become what she calls visionaries.

The conspiracy of good guys she refers to in her book are those working in business, industry, education, medicine, religion, government, psychotherapy — everywhere — to revitalize America and the world because they share a vision of what humanity can become if we appropriately utilize new advances in all fields.

The Aquarian conspirators are a benign group who are bringing about beneficial changes because they have gone inside themselves for answers, have reexamined patterns in their lives that no longer work, are able to take in new information and move out on the road to self-awareness and

self-evolution. They see the opportunities for growth that crises present, and they believe an individual can make a difference in the world.

Now the author and her husband are writing a book called *The Visionary Factor*, to be published next year, and conducting workshops around the country to help people "see" and activate new visions.

Their Workshop for Practicing Visionaries will start Saturday at 8:30 a.m. and continue until 4 p.m., in the British Ballroom of the PGA Sheraton Resort, 400 Avenue of the Champions, Palm Beach Gardens. The fee is \$75. For information call Conferences Inc. — 655-3003 — an organization founded by Palm Beach attorney Cynthia Allen to bring this and other innovative seminars to the Palm Beaches.

Ms. Ferguson also will speak at the Women in Leadership Awards Luncheon Friday sponsored by the Executive Women of the Palm Beaches. The luncheon is sold out.

"The visionary factor refers to the qualities and traits that allow people to come up with an idea and bring it into the world so that it has impact on people," Ms. Ferguson said during a



Marilyn Ferguson

telephone interview from Los Angeles. "The so-called secrets of the visionaries are really open secrets that have to do with an attitude that develops fairly early in their lives.

"But people can learn how to open themselves and develop these capacities. It's a matter of being able to have a perspective so that you have a sense of humor in the face of apparent disaster. You have a kind of strong, clear intention that gives you the energy and the discipline to carry on through periods of what for other

people," Ms. Ferguson said during a Turn to FERGUSON, C4

Parts Needed for 1958 MG Magnette

Q — We hope to restore a 1958 MG Magnette four-door sedan. We can get most of what we need, but have been unable to locate new rocker panels. Would you be able to help? — Dolores Melahn, Boca Raton.

A — How are you with fiberglass? Many companies have capitalized on the British motorcar mystique over the years by selling all sorts of fenders, door skins, noses and other body panels — but not for the Magnette.

"It was an odd car to begin with. They'd be better off having a body shop make the rocker panels," said Rennie Bryant at Redline Imported Car Parts in Deerfield Beach. "It had the same drive train as the MGA but it never was very popular like the MGA. They could spend a hundred bucks for a plane ticket to Nassau or Jamaica and find parts over there, but the chances are slim."

Bryant suggested Moss Motors (800-235-654), a California mail-order house specializing in parts for old British automobiles. However, a sales representative said the company carries no Magnette parts.

No Free Vacation

Q — A friend of mine got a post card saying she had won a free vacation from Travel America in Arizona: four days and three nights for

Contact

Thom Smith



two adults and two kids in Acapulco, Las Vegas, Hawaii, Lake Tahoe, Opryland or Disney World. All she had to do was send \$24.95 for processing and handling to secure the reservations. It smells fishy to me. — Henry Lane, West Palm Beach.

A — You have a good nose, Henry. Travel America (7119 E. Shea Blvd., Suite 106-191, Scottsdale, Ariz. 85254) doesn't meet Better Business Bureau standards and is being investigated by Arizona authorities.

"We feel it's the same operation as U.S. Travel," said Julie Patterson, public information officer with the Arizona attorney general's office. "They've had about four different names. Many people have gotten to their vacation site and found that nothing was available. The hotels aren't the hotels they thought they'd get; they're hit with hidden charges.

We're still investigating." Don't be tempted. A vacation is not "free" if you have to pay anything — even \$24.95.

Rent-A-Shopper

Q — Do you know of any organization that does grocery shopping for people unable to shop themselves? I am sure this would be of interest to other people also. — Helen Phillips, West Palm Beach.

A — Sources of assistance in the public sector are sorely limited by lack of funding, says Jon Grocki, West Palm Beach volunteer services director for the Department of Health and Rehabilitative Services. However, if the person's financial situation is grave, his office may be able to secure assistance.

If you can afford to hire a shopper, Grocki says A Associated Home Health Agency Inc., which has several offices in Palm Beach County, can provide aides for a fee.

Have a question that needs an answer? A problem to be solved? Ideas? Comments? Suggestions? Make Contact. Write: Contact, Drawer T, West Palm Beach 33402. (Include daytime phone number and copies — not originals — of pertinent documentation.)