

EXCHANGE

SPRING 1997
THE J. WILLARD
AND ALICE S.
MARRIOTT SCHOOL
OF MANAGEMENT
BRIGHAM YOUNG
UNIVERSITY



THE DOWNSIDE
OF DOWNSIZING

Strategic Planning at the Marriott School

As with any healthy business, the Marriott School is continually evaluating the direction and quality of its educational offerings. We exist to accomplish a unique and significant mission that carries long-range consequences for broad sets of stakeholders. We have recently embarked upon a formal process to "take stock" of the Marriott School. As needs evolve among our stakeholders, we want to guarantee that we are focussing on what matters most and how we can effectively pursue that mission.

In January of this year, we received a special grant from the Ernst & Young Foundation to partner with them in a formalized strategic planning process. Similar grants have been awarded to a number of prestigious business schools as part of Ernst & Young's Strategic Planning Partnership Project. The foundation chooses to work with business schools that have strong programs and that have the potential of positively affecting generations of business leaders. We are honored by their recognition and have already been greatly energized by the work to date.

Our initial workshop was held January 17-18, 1997. We plan to have most of the cornerstones of the plan in place by the end of June 1997. The expected result of the process is a summary-level strategic plan that will include the following elements:

Mission: statement of purpose and shared values.

Distinctive Capabilities: core competencies required to fulfill the mission.

Strategies: broad directional thrusts that drive resource allocations.

Action Plans: key activities to implement the strategies.

Measurements: assessment outcomes to determine success.

To facilitate development of the plan, we have organized our work around six broad areas of distinctive capability.

Purposes and Values

Students

Faculty and Staff

Curriculum

External Relations

Internal Operations

A major focus of the "Purposes and Values" task force is to lead the process of reevaluating the Marriott School's mission statement. If we are clear about our mission, the specific strategies for the school will naturally unfold as requisites for success. A well-understood mission is also essential to the students and faculty who are staking their careers on what is undertaken at this institution.

We are very enthusiastic about the team we have assembled to participate in the planning process. Approximately 40 people who represent our major stakeholder groups have willingly agreed to free up the time to join with us in this important effort. Students, faculty, administrators, staff, recruiters of our graduates, NAC, and Alumni Board members are interacting in large and small work groups to pull together the pieces of the plan. It is inspiring and instructive to witness the deep commitment to the Marriott School shared by these individuals. We are convinced that the work being done will forge a more finely tuned direction for the future of our business school.

Thank you for your continued and varied support of the Marriott School of Management. We are committed to preparing leaders at this school who encompass the rounded skill set that is needed so desperately in our organizations, communities, families, and the Church.



K. Fred Skousen
Dean, Marriott School of Management

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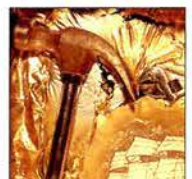
Entrepreneurship implies a process of turning a dream or a vision into a reality.



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In Search of



"According to a recent worldwide survey of business managers, the number one qualification for serving as the CEO of a major multinational firm is exemplary personal integrity. After reading this report, the senior partner in an executive search firm has asked you to design what he referred to as a 'virtue index' for screening job candidates. What criteria, or indicators, of exemplary moral behavior would you propose and how would you assess, or measure, them?" —Business ethics final exam question

"Who can find a virtuous woman? for her price is far above rubies." —Proverbs 31:10

BY DAVID A. WHETTEN

David A. Whetten is the Jack Wheatley Professor of Organizational Behavior at the Marriott School of Management. He is also director of the Center for the Study of Values in Organizations.

A black and white photograph of a person's face, partially obscured by a magnifying glass held by a hand. The word "Virtue" is written in a serif font on the lens of the magnifying glass. The background is dark and out of focus.

Virtue

From these statements made by authors separated by thousands of years and by an equally large gap in cultural values, we learn the following verities about virtue:

1. Virtue is a highly valued characteristic.
2. Virtue is uncommon (you have to search for it).
3. Virtue is not easily identified.

With regards to the search for virtue, moral teachers since Aristotle and Confucius have offered various tests, definitions, and measures. Unfortunately, many of their attempts to illuminate this subject are fairly opaque, especially to those of us who are not trained in philosophy. And it is often difficult to translate their wise observations about human nature into workable guidelines for changing people's nature. In my study of the sacred and secular literature related to the question, "What constitutes exemplary ethical or moral behavior?" I have identified three simple but useful perspectives, formulated as distinctions between positives and negatives, verbs and adverbs, and actors and actions.

Positives and Negatives

Many years ago in an introductory psychology course, I learned that most human behavior is guided by two motive forces: seeking pleasure or avoiding pain. Although contemporary theories of motivation provide a much more sophisticated view of the choice-making process, I have observed over the years that this fundamental distinction has a robust, enduring quality.

Even a cursory review of the contemporary business ethics literature, for example, indicates that the dominant motive force energizing the burgeoning ethics education movement is pain avoidance. The major objective of most textbooks, articles, and even consulting practices in this field is to help individuals and firms avoid unethical and immoral actions. Given the harsh consequences that can

is often described as exemplary moral behavior. At the core of this distinction between positive and negative morality is the commonsense notion that although overcoming evil or wrong is a prerequisite for searching out what is good or right, not being evil is hardly the equivalent of being righteous.

To underscore this point, the original verse from Proverbs would have quite a different meaning if it read, "Who can find a woman who doesn't steal or cheat or lie, because her value is far greater than rubies." The original wording suggests we prize that which is exceptional, noteworthy, uncommonly good, whereas the revision implies that we should aspire to become "not bad."

As I have examined the sacred literature for a better understanding of what constitutes exemplary behavior, I have been intrigued by how many of our funda-

would be after spending hours thoroughly cleaning all their fruit jars to seal them tightly and then neatly stack them, unfilled, on the shelf. Bob's illustration reminds us that (1) cleaning and filling are two different processes, (2) cleaning should precede filling, and (3) filling is the purpose for cleaning.

The implications of the framework shown in the first section of Figure 1 for developing a better understanding of virtue can be summarized as follows:

1. Not being immoral is not the equivalent of being exceptionally moral.
2. Eliminating what is immoral is a prerequisite for embracing what is moral.
3. The processes and practices required to avoid immoral or unethical actions are in some ways different from the processes and practices required to embrace and exemplify virtue.

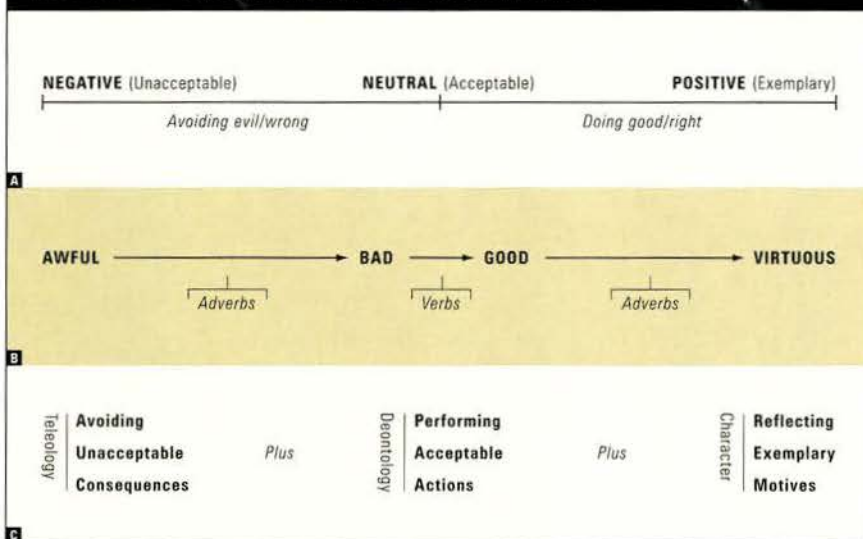
Verbs and Adverbs

To this point, I have proposed that avoiding immoral actions alone does not qualify one as a virtuous person. We now shift our focus from the task of distinguishing between the positive and negative sides of our continuum to the task of making distinctions within each side. Specifically, given our interest in the positive side of the continuum, how does one distinguish between actions that are merely acceptable (not unethical or immoral) and those that are truly exemplary (virtuous)?

Several years ago a senior scholar in the field of organizational behavior initiated a campaign to "stomp out nouns." His point was that we should focus on *organizing* rather than *organizations*, on *leading* rather than *leaders*, on *strategizing* rather than *strategies*, on *decision making* rather than *decision makers*, and so forth. Karl Weick believed that the key to changing the way we view the world is to change the words we use to describe it.

In a similar manner, I believe that we gain important insights into some of the fundamental differences between the negative-to-neutral and the neutral-to-positive developmental steps by examining the use of verbs versus adverbs to describe the moral development process. Specifically, it appears that the major transformation from negative to positive (bad to good) involves changing *what we do*, whereas movement within

FIGURE 1 • What Is a Moral Action and Who Is a Moral Actor?



follow from unethical business decisions and the relative clarity in standards for judging what is wrong, bad, or harmful, the pain-avoidance bias in ethics education is not surprising.

When discussions of what is ethical focus on avoiding unethical behavior, they tend to be bounded by the questions, "What is unacceptable?" on the low end of the morality scale and "What is acceptable?" on the high end. As shown in Section A of Figure 1, conspicuously absent in this moral perspective is the positive side of the scale, ranging from acceptable behavior to exemplary behavior. This observation is instructive for our current discussion because virtue

mental religious tenets reflect this two-step process of eliminating the bad and embracing the good. Examples include: justification and sanctification, sins of commission and sins of omission, baptism and confirmation, and the 12th and 13th Articles of Faith (we obey laws, and we seek after that which is virtuous, lovely, of good report, and praiseworthy.)

Bob Millet, dean of religious education at BYU, illustrates this distinction with the prosaic example of canning fruit. He recounts learning from his wife how important it is to "cleanse" the bottles before "filling" the bottles. One day in the midst of the canning process he recalls musing about how senseless it

each side of the continuum involves changes in *how we do it*.

As shown in Section B of Figure 1, this perspective suggests an expansion of our basic negative-neutral-positive continuum, in which the process of moving from one side of the neutral point to the other side is described using verbs, whereas the movement from extremely negative to slightly negative, and from slightly positive to extremely positive can best be described using adverbs.

Three examples from sacred literature illustrate this proposition. First, Moroni counsels readers of the Book of Mormon that, "if a man being evil giveth a gift, he doeth it *grudgingly*; wherefore, it is counted unto him the same as if he had retained the gift" (Moroni 7:5-7, italics added). Second, in a treatise on living by the spirit given to early leaders of the restored Church, the Lord instructed them to "put your trust in that Spirit which leadeth to do good—yea to do *justly*, to walk *humbly*, to judge *righteously*; and this is my Spirit" (D&C 11:12, italics added). Third, one of the enduring themes of a modern apostle, Elder Neal A. Maxwell, is that Latter-day Saints must become truly *saintly*. In his October 1995 General Conference address, he spoke of three groups of people (that roughly correspond with the three degrees of glory). His description of those in the highest group included adverbs like *consistently*, *valiantly*, and *genuinely*.

One implication of the expanded moral development continuum shown in the second portion of Figure 1 is that making progress from left to right within each of the two sides can be just as difficult as moving from the negative to the positive side. This proposition is illustrated in the dual message embedded in a phrase that I attribute to my colleague Bonner Ritchie: "Moral people always play hurt." I take this to mean that moral people always "play," even when they are hurt (they don't avoid difficult moral issues), and whenever they "play," they hurt (they agonize over the moral implications of every thought, decision, and action).

The second meaning is particularly intriguing, because it suggests that although overcoming evil is a necessary condition for becoming virtuous, we cannot assume once we have climbed the self-mastery mountain and arrived at the peak of "having no more disposition to do

evil," that we can simply roll down the other side into the "anxiously engaged in a good cause" valley.

In fact, the journey from being acceptable to being exemplary (virtuous) may in some ways get harder, the closer we come to perfection. The truly moral individuals I know seem to worry more and more about how well they are doing at making finer and finer distinctions between good and better choices, and they agonize over the possibility of giving slighter and slighter offense. In other words, progress measured in inches during the later stages of the moral development process is often as challenging as movement measured in yards at the beginning.

This distinction reminds me of a conversation I overheard when I lived in Champaign, Illinois—the center of a very flat, fertile corn belt. A new member of the ward who had grown up in the West was lamenting how much he missed the beauty of the mountains. In response, a native of the area, who had grown weary of these frequent and very unflattering comparisons between Illinois and Utah, replied, "Anyone can appreciate the grandeur of the mountains, but it takes a highly refined aesthetic quality to recognize and value the subtle beauty of the prairie."

The implications of this expanded version of the framework in Figure 1 for developing a better understanding of virtue can be summarized as follows:

1. Movement between the negative and positive sides of the moral development continuum involves engaging in different "whats" (nouns and verbs); movement within either side involves engaging in different "hows" (adjectives and adverbs).

2. Although qualitatively different processes, both types of moral development require considerable effort and constant vigilance.

3. The shift from acceptable behavior to truly virtuous behavior involves developing a keen eye for moral subtlety.

Actions and Actors

We now turn to the most difficult criteria question: "What role should motives play in judging virtue?" Once we have knowledge of what someone has done and knowledge of how it was done, what is the marginal value of gaining

knowledge about why it was done?

A widely used framework for evaluating the morality of a decision contains three elements: actions, consequences, motives. Generally, these are proposed as competing models, or at least as independent perspectives, as illustrated in the following questions: Is this a moral or immoral action? Does it produce moral or immoral consequences? Were the motives of the actor moral or immoral?

Volumes have been written on the merits of each of these moral standards. When the question shifts, however, from "Is this on the positive or negative side of our continuum?" to "Is this truly virtuous?" then I believe that these three supposedly independent perspectives can be arranged in a hierarchical sequence. At the lowest level of our hierarchy are those questions having to do with consequences (Was it fair? Who was harmed?). After the consequences have been examined, we next turn to questions regarding the action itself (Is this consistent with what I believe is right? Is this what is expected of individuals in this role?). Finally, we fold in questions regarding the motive of the actor (What did she gain personally from this decision? Whose interests did he favor, and why?).

Adding this hierarchy of questions to our model, as shown in Section C of Figure 1, suggests the following observation: You can fashion an acceptable answer to the question "Is this immoral or wrong?" by assessing the morality of an action and its consequences. However, an adequate answer to the question "Is this virtuous?" also requires an understanding of the actor's underlying motives, because, in the final analysis, virtue is a manifestation of character.

Unfortunately, this conclusion introduces a troubling paradox into our search for suitable virtue criteria: The more information we have about individuals' deeply held principles, values, and motives, the more confidence we can have in our assessment of their virtue, or character. This type of information, however, is extremely difficult to gather and equally difficult to calibrate. So, the questions we are left with are: "What can we infer about the character of actors based on our knowledge of their actions?" and "What kinds of actions provide the most credible assessment of character?"

(continued on page 25)



GASEMAN

DOWNSIZING AND THE NEW WORK COVENANT

by Kim Cameron

Corporate downsizing remains the most pervasive yet unsuccessful organizational improvement strategy in today's business world. Instead of the exception practiced by only a few organizations in trouble, downsizing has become the norm. It is still rare to go a week without reading in the national news about one more firm's massive layoff, restructuring, or downsizing effort. Few companies, especially those of medium and large size, have avoided downsizing in the last 10 years. A 1995 study of six industrialized countries (Canada, France, Germany, Great Britain, Japan, and the United States) found that more than 90 percent of the firms had downsized, and more than two-thirds were planning to do it again.¹ It is estimated that only 20 percent of higher education institutions are financially solvent, and downsizing in colleges now matches or exceeds the incidence in many industries.²

Kim Cameron is the Ford Motor Company

The trouble is, little evidence exists that downsizing as a strategy for improvement is successful. For example, two-thirds of companies that downsize end up doing it again a year later, and the stock prices of firms that downsized during the 1980s actually lagged industry averages in the 1990s.³ One survey found that 74 percent of senior managers in downsized companies said that morale, trust, and productivity suffered after downsizing, and half of the 1,468 firms in another survey indicated that productivity deteriorated after downsizing.⁴ A third survey showed that the majority of organizations that downsized failed to achieve desired results, with only 9 percent reporting an improvement in quality.⁵

Richard E. Cook Professor of Management and

Evidence suggests, in other words, that quality, productivity, and customer service often decline over time, and financial performance—while frequently improving in the short-run after downsizing due to promised savings and lower costs—erodes over the long-run. Whereas most firms enjoy an immediate increase in stock price after a downsizing or restructuring announcement, no more than one year later those gains have eroded compared to industry averages.⁶

Despite the fact that downsizing is still a common strategy for increasing shareholder value and firm profitability, the desired results don't always follow. One study compared companies that achieved increased profitability as a result of revenue growth with those that cut costs to improve financial performance. Firms that achieved higher than average profitability by means of revenue enhancement measures achieved an annual market value growth of 15 percent. Firms that achieved higher than average profitability by means of downsizing (i.e., reducing costs) achieved an average market value growth of 11 percent. The market, in other words, places a higher value on companies that improve their bottom lines through revenue growth than through downsizing.⁷

associate dean of the Marriott School of Management.

In healthcare organizations, the results are similar. In a study of 281 acute-care hospitals, for example, all of which reduced headcount through downsizing, mortality and morbidity rates were 200 to 400 percent higher in the facilities that downsized by means of a traditional across-the-board job reduction.⁸ The cost savings associated with downsizing in these hospitals dissipated in 12 to 18 months, and costs rose again to pre-downsizing levels in a relatively short time.⁹

Illustration by Gary Baseman

Table 1: Negative Attributes Associated With Downsizing ("The Dirty Dozen")

CENTRALIZATION

Decision making is pulled toward the top of the organization. Less power is shared.

SHORT-TERM, CRISIS MENTALITY

Long-term planning is neglected. The focus is on immediacy.

LOSS OF INNOVATIVENESS

Trial-and-error learning is curtailed. Less tolerance for risk and failure associated with creative activity.

RESISTANCE TO CHANGE

Conservatism and the threat-rigidity response lead to "hunkering down" and a protectionist stance.

DECREASING MORALE

Infighting and a "mean mood" permeates the organization.

POLITICIZED SPECIAL-INTEREST GROUPS

Special-interest groups organize and become more vocal. The climate becomes politicized.

NONPRIORITIZED CUTBACKS

Across-the-board cutbacks are used to ameliorate conflict. Priorities are not obvious.

LOSS OF TRUST

Leaders lose the confidence of subordinates, and distrust among organization members increases.

INCREASING CONFLICT

Fewer resources result in internal competition and fighting for pieces of a smaller pie.

RESTRICTED COMMUNICATION

Only good news is passed upward. Information is not widely shared because of fear and distrust.

LACK OF TEAMWORK

Individualism and disconnectedness make teamwork difficult. Individuals are not inclined to form teams.

LACK OF LEADERSHIP

Leadership anemia occurs as leaders are scapegoated, priorities are unclear, and a siege mentality prevails.

Source: Cameron, Kim, and Whetten, 1987.

The Traditional Work Covenant

Empirical research on organizational downsizing suggests that one of the primary reasons these negative effects occur is that downsizing violates a long-standing, implicit work covenant between the organization and its employees.¹⁰ That traditional work

covenant includes assumptions that hard work, loyalty to the firm, extra-mile effort, and excellent performance will be rewarded with monetary compensation, long-term employment, and personal recognition. In other words, if I give my all to the organization, if I add value to the enterprise, if I achieve my objectives, I expect that the organization will continue to value me, that I'll remain employed, and that I'll be recognized and rewarded. If I am laid off despite my best efforts, that covenant is violated. Employee responses to this covenant violation negatively affect the organization's performance, often in unmeasurable and undetected ways. In previously published work, my colleagues and I reported a series of negative, dysfunctional attributes that emerge in most organizations engaged in downsizing or faced with declining marketshare or revenues. We labeled these attributes "the dirty dozen," and they are summarized in Table 1.¹¹

In brief, we discovered that when most organizations engage in downsizing or experience the need to downsize, the "threat-rigidity response" tends to occur. That is, when organizations as well as managers experience threat, they become rigid, they hunker down, and they become turf protective. They react first with conservative, across-the-board directives. Communication channels become constricted, and generally only good news is passed upward since stories are well known of messengers getting shot who bore bad news.

The emergence of organized, vocal, special-interest groups increases the levels of politicking and conflict among organization members, so employee morale suffers. A "mean mood" overtakes the organization.

Slack resources (such as contingency accounts, reserves, or new-project funds) are eliminated, but this sacrifices flexibility and the ability to adapt to future changes. Savings are used to meet operating expenses. An escalation of centralized decision making occurs in which top managers increase their control over a decreasing resource pool, and mistakes become more visible and less affordable.

Lower-level employees become increasingly fearful of making important (or risky) decisions without the approval or sign-off of upper management. This

centralization leads to scapegoating of top leaders, however, as the frustrations and anxieties of organization members mount. (The team is losing, so we blame the coach.) The credibility of top leaders suffers, so it becomes more and more difficult to lead the organization. A short-term orientation predominates so that long-term planning, as well as innovation—inherently costly and risky—is abandoned.

We found that violating the traditional work covenant by downsizing almost always produces these negative effects in organizations. Few firms (or government agencies, educational institutions, or healthcare organizations, for that matter) avoid them. These negative effects occur primarily because the traditional work covenant has been replaced by an alternative work covenant.

The Alternative Work Covenant

The alternative work covenant reads something like this:

When you come to work for our organization, you must understand that you are expendable. We don't want to fire you, but we will if we have to. Competition is brutal, so we must redesign the way we work so we can do more with less. We can't guarantee that you will have a job in the future because, after all, escalating competition and stockholder demands create enormous cost pressures on the firm. We're sorry, but that's just the way it is.

Oh, by the way, one more thing. People are our most important asset, and we think you're invaluable. Your devotion to our company and to our customers is the key to our success. We are dependent on you to be innovative, risk-taking, committed to company goals, and a real team player. Hard work and extra-mile effort are what we need from all our employees. OK?

In other words, the alternative work covenant that has been established as a result of downsizing has led to a more one-sided arrangement. It doesn't seem quite fair to employees, on the one hand, to have the company expect high performance and loyalty to the firm with no guarantees of long-term rewards or security. On the other hand, organizations are caught in an equally uncomfortable quandary. Incredible cost pressures, escalating domestic and offshore competition, and constant technological innovation providing cheaper automated alternatives

demand that employment levels not stay the same. It is a well-accepted fact that most medium- and large-size organizations are full of redundancies, inefficiencies, and excess employees.¹²

What, then, is a solution to this seemingly intractable dilemma? How can organizations remain viable, improve their efficiency, increase their productivity, and, at the same time, not create the problems resulting from the "dirty dozen?" How can employees receive fair treatment when the need to reduce jobs is unrelenting?

The New Work Covenant

One answer lies in the formulation of a new work covenant between the organization and its employees. Since a central problem with the modern alternative work covenant is that it is one sided and patently unfair to employees, the challenge is to identify a way in which both the organization and the employees receive equitable treatment as well as desired benefits. That is, the organization must receive commitment and high levels of performance from its employees while, at the same time, employees must receive a return on their investment in the organization.

This new work covenant should read something like this:

In this organization, we cannot guarantee that you will have lifelong, and maybe not even long-term, employment. We wish we could, but the realities of the modern competitive environment make it impossible. Moreover, you are at risk if the organization is at risk. The organization must thrive for you to thrive. You are also at risk if you are not improving. We expect you to continually improve on your current competency and performance levels. Further, you must add value to the firm and to those with whom you work. Your value must exceed your cost.

In turn, while you are employed, you will receive (1) clearly articulated expectations—you'll not fail because you are not clear about what is expected of you; (2) dignity and respect—we will ensure an environment with fairness, honor, and an absence of harassment; (3) opportunities for learning—you will be smarter when you leave here than when you started; (4) skill development and training opportunities—you will be more competent and

capable when you leave here than when you started; (5) sufficient resources to do your job—you will not fail because you do not have the needed equipment, space, time, or financial resources; (6) fair pay for performance—it may not be the highest in the industry, but it will be equitable and mutually satisfactory to you and the organization; (7) coaching—you will have models and mentors who will assist you to perform at the highest levels of your potential; (8) honest feedback—you will know how you are doing and how you can improve, and you will have opportunities to express concerns and make suggestions; (9) opportunities for advancement and progression—this may not be hierarchical promotion because there may be no levels in the hierarchy to move up to, but the opportunities will help you grow, expand your talents, and provide satisfaction; (10) continued employability—we will guarantee that if you leave here you will find employment someplace else if you desire it, and that you will be more employable than when you started. We promise you, in other words, that you will receive enough information to allow you to make informed choices, to contribute, to grow, and to plan for your own future. And, at the end of the day, we're even.

This new covenant is not only more fair to employees, but it highlights the important responsibilities of employees to achieve more than they were required to achieve before. Both the employee and the organization are better off as a result of this new covenant. That is, employees are required to continually improve, to add value to the organization, and to contribute to the welfare of their fellow employees. These responsibilities were unacknowledged and usually not fulfilled under the traditional work covenant. This is because the expectation under that covenant was merely that employees would show up every day and put in a full day's work. If they did that, their responsibility was fulfilled. The new work covenant, on the other hand, requires improvement, a measurable contribution, and the willingness to assist colleagues at work.

The organization, in turn, guarantees an investment in human dignity and assistance in the improvement process. Lifelong (improved) employability, not necessarily employment, is assured. The organization invests in individuals as human resources to be developed, rather

than treating them as human liabilities to be minimized. At the end of the day, not only are the employees and the organization even, but everyone is also better off. E

Notes

- 1 Wyatt survey, reported in the *Ann Arbor News*, 11 April 1995, page A8.
- 2 Kim S. Cameron and John R. Smart (1998) "Maintaining Effectiveness Amid Downsizing and Decline in Institutions of Higher Education" *Research in Higher Education*, (in press).
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- 5 *ibid.*
- 6 *Workplace Trends* and *USA Today*, 28 October 1991, 3B.
- 7 Dwight Gertz and João P. A. Baptista (1995) *Grow to Be Great: Breaking Down the Downsizing Cycle*, New York: Free Press.
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- 9 Emmett C. Murphy (1994), *Strategies for Health Care Excellence*. Printed in cooperation with the American Society for Work Redesign, Washington DC, pages 8-10.
- 10 See evidence reviewed in Kim S. Cameron (1997), "Techniques for Making Organizations Effective: Some Popular Approaches," in *Enhancing Organizational Performance: Issues, Evidence, and Techniques*, Washington DC: National Research Council.
- 11 Kim S. Cameron, Myung U. Kim, and David A. Whetten (1987), "Organizational Effects of Decline and Turbulence," *Administrative Science Quarterly*, 32:222-240; and Kim S. Cameron, David A. Whetten, and Myung U. Kim (1987), "Organizational Dysfunctions of Decline," *Academy of Management Journal*, 30: 126-138.
- 12 Kim S. Cameron (1995), "Downsizing, Quality, and Performance," in Robert E. Cole (ed.) *The Death and Life of the American Quality Movement*, New York: Oxford University Press; Kim S. Cameron (1994), "Strategies for Successful Organizational Downsizing," *Human Resource Management Journal*, 33: 189-212; Kim S. Cameron, Sarah J. Freeman, and Anil K. Mishra (1993), "Downsizing and Redesigning Organizations," in George P. Huber and William H. Glick (eds.) *Organizational Change and Redesign*, New York: Oxford University Press, 19-63; Kim S. Cameron, Sarah J. Freeman, and Anil K. Mishra (1991), "Effective Organizational Downsizing: Best Practices and Apparent Contradictions," *Academy of Management Executive*, 5: 57-73; and Robert Tomasko (1987), *Downsizing: Reshaping the Corporation for the Future*, New York: AMACOM.

Experiences With a Creative Final Exam

Models, Games, Skits, Songs, Poems, and Videotapes

by Burke Jackson

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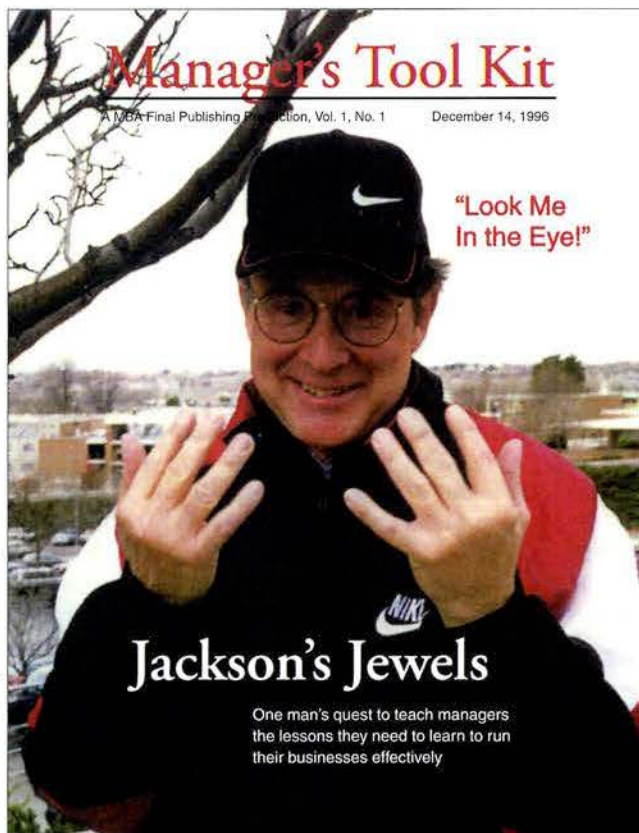
A few years ago, Jerry Harvey, a professor of management from George Washington University, came to the Marriott School and talked to the faculty. One of the topics discussed was his use of nontraditional or creative final exams. Students are asked to "creatively" present the learning from his course in any way they choose, with encouragement to use the arts as well as management models.

Bob Daines and I decided to try it in both our MBA-level business policy course, which emphasizes internal implementation issues, and our undergraduate capstone strategy course.

We have varied as to whether students work individually or in groups, but we have indicated that they would be evaluated on both content and creativity (for me it has been a 60-40 split). Our objectives could be stated as follows:

1. Have students review and synthesize the concepts and lessons of the course.
 2. Have students think creatively of a way to present those concepts and lessons.
 3. Make taking the final exam more enjoyable for the students.
 4. Make the grading of final exams more enjoyable for us.
- We have often highlighted nontraditional management styles such as Phil Knight at NIKE, Zaki Mustafa at Serengetti Eyewear, and Ricardo Semla at Semco, and we are convinced that being able to think and present creatively is an important management and leadership skill.

Although the quality of the finals varies significantly (more



One group of MBA students created a magazine with a cover photo of Professor Jackson for their final exam.

so than with traditional finals), our objectives have clearly been met. Students are generally favorable about the experience, even though it often requires more time and effort than preparation for a traditional final might. The exams usually fall into the following categories:

Models: Some are physical; most are conceptual. Either a compilation of existing models or an application of a model, such as the McKinsey 7-S model, to an organization.

Games: Computer games, such as versions of Jeopardy with course topics; board games (e.g., Monopoly, LIFE) changed to fit topics of the course.

Skits: Plays, puppet shows, and fables.

Songs: Either as part of a skit or stand-alone.

Poems: See "The Policy of Life," one of the more impressive final exams, on the next page.

Videos: Ranging from interviews at actual companies to versions of talk-show interviews, or formats such as the McLaughlin Group.

Other: Scriptures, treasure hunts, Internet sites, magazines, and so forth.

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The Policy of Life

by Stuart Brown

Stuart Brown received his MBA in April 1997 from the Marriott School of Management. He composed this poem for his final exam in Burke Jackson's business policy class.

Vacation to learning¹
Sands of wisdom.
Rays of knowledge, glory of
understanding, falling,
placing, relishing between necessity.

Policy of the business of life.
Does it end at the boardroom door
or perhaps start in kinder-
garten sagacity?

Clever, shrewd, witty are characters
of the top.
Do we remember the foundation
of youth, as ignorant, stupid,
or dull?²

Confidence, or unquestion,
information thought through.
Analyze the questions now,
so tomorrow you won't have to.

I must determine now
what are the questions I'll face.
Environment akin to the
values I unearthed and set.

When the challenges of gray
originate in my zebra vision,
can I be maybe and claim
respect from those who inspect.

Well, inspect I must do
to anticipate dilemmas.
Choices I determine where I know
and where to conclude.

THEY will always propose
this is fine, go ahead, for the group.
Alone, untested, dilemmas
sweetly perfected in the crowd.³

Associations can buttress morality.
Rules⁴ of an ungodly sort
tear the eternal agency of deliberation
from the learning individual.

One cannot exhume the fiber
of a respectable life
without the pain of realizing
wrong choices.

Discovery of the self, the who,
the individual arrives at the
titan heights
of solitude, not sitting in another's chair,
rather traveling the innate road.⁵

Ethical votes cannot be levied through
the reasoning of the masses.
Nor can moral determination be shifted
to them.

By not committing to the decision,
you just did.
Ungood flourishes as the
not-so-bad fail to dedicate.

But how to establish determination
may be the thesis of this sojourn?
More than money, power, learning,
but my policy to be.⁶

Start with vision, values and goals
says every consultant, guru, and coach.
But that's usually all that's explained
until they get their check.

Discussion, statements, wrong
answers,
listening, listening, listening.
Finally discovering exigent
questions to begin.

Vision is where I want to be,
though only being through daily
action—dreams/nightmares without
movement, practice.

Value is current worth,
not hope to be.
What do I have, existent action,
not what I wish they could see.

Value can only get me to vision
with honesty and communication
directing where I'm really going
and setting the sights to arrive.

So do these feely leftist views belong in
the boardroom or just the playground?
"Credend vides"⁷ tells me to see.
Not visualizing the end loses aplomb.

Can the feeling, left at the door
for so many years,
resurface to recapture the respect
of each manager or each worker?

Learning individuals constitute
an educated corporation.
Reading to enlarge the world
of business opportunities.

Academic conscience of the business
aroused as the whole discovers
morality individually,⁸ driving out
the hand of party avarice.

Are they all leaders of themselves,
examples to the gang.
Who excels among all who want
all to discover success?

Can one learn leadership?
Or just expand existing character?
If not, evolution is retarded
and economics is single glory.

Leaders must recruit improvement
in personal knowledge as well.
Not chameleon programs for
others' profits,
but insights in the group desire.

Opening channels for the individual
clearing markets for the duration.
Autocracy only hinders enrichment,
incurring ultimate emaciated
suffocation.

Break the chains forcing to shadows
by introduction to the light.⁹

Simple choices of freedom
employees will forever improve.

Unbanked course of group want
remain unfocused, ill-defined word—
Perfect, people's prerogative aids in goals
yet no firm aim leaves soft exposed.

Incentives for ideas are nice
to capture the attention of the few—
opportunities to do, may
gain the imagination of horizons.

Loving what they do
and compensation receive,
allows employees to allow themselves
to surpass.

Pay what they hate
and merely discover and encourage
the hollowness of working retirement
and the concern to get out.

So love is to aid direction to perfection.
Can bureaucracy heighten a soul?
It's not the many making the difference,
but MY policies to care,¹⁰ that give
together.

Unfastening the excitement inside
eludes the old school—
it may not be 3 r's
but perhaps 7 h's will illuminate.

Words of a specialist disclaimed
far to near to be wise.
Principles of common knowledge
not so sensible among the markets.

Sense but a machine,
useless to think, to grow, to make sense
of the labor that is performed
without relation or knowledge.¹¹

Try it, you'll like it,
like Sam on a boat.
Sure enough, it was good,
once I read what Steve wrote.

This intuition is simple on the outside
of course, but choices, or self-policy
are requiredly made where there's no
mind-maker-upper anywhere to see.¹²

Of first importance comes paradigm.
(Our panorama of the world)
Learning to shift philosophy to support

the success that could be in store.

No longer can we be controlled
by the chaos around us.
Change from the inside out will allow
each to remember what's already
known.

Internal mastery, self control,
discover the power of deciding
to designate between victory or
victim again.

Is there no other day but today?¹³
To live in fear confines life
into slower moving death.
Make the policies to be heard, inside
and out.

Can I say—"I will be happy,
I will be happy, I will . . ."
And fool the everyday pain
of a world replying "you will not."

Though, to argue, I'm tortured and sad
makes convincing with practice.¹⁴
Believe that you are and you are.
But what if you aren't?

Or must one understand the
decision to be effected
by the unjoy surroundings and not
acknowledge the whispers from within?

You can decide not to be
the emotion that they want
and, as YOU act, YOU affect
the sphere that matters.

Changing the world,
boiling the ocean,
cannot take place until one
masters the space of sway.

Master the great actions
if not to some day discover that
it is not so hard to be when the strike is
set higher to stretch excellence.¹⁵

Boiling bubbles into the world
one teaspoon full at a time.
Patience affects the shift of the rock
through constant erosive persistence.

One glimmer on a checkerboard¹⁶ of
choices, shine your lamp so some
may see,
in efforts to add their light.
Combined to make midnight daylight.

Movement of the final
vision previewed
Set the life principle
early as objective-written.

Is my vision of America passing
the window, recrossing the land.¹⁷
Reviewed between the covers of dusty
books left to the poor to discover.

Living life in the quadrants,
learning to live—to say no.
Will the fires really destroy
if I let them burn?

What is important?
Important for another to do
opening the windows of landscapes
organized to succeed.

Growth isn't dispensable even in¹⁸
revolution of the individual or
the whole,
for necessary will expire as
expedient overshadows actions.

Agreements of success must change.
No longer a game, a challenge, hate.
Managements now find advantage
on all sides as victors devote control
to increase.

Amending, not only contracts, but
process to seek another way.
No this or that, mine or yours—
Simply ours.

Seldom am I correct
nor seldom are you either—alone.
Myopic view negates distinctive worlds
together we can explore
hidden treasures of appreciation.

Treasures to receive, yet why,
why do we refuse
only wanting to exclaim
never willing to hearken.

Gaining one gem for me, though, carries
wealth of appreciation from around
as a policy of attention
opens the doors to further acceptance.

These actions were the ability overtime,
an ability advancing shortness.
Take the time to look, relax, love,
in the rounding of one's life.

Domesticated to the office—

run for the flowers, discovery, return.
Birds need no advertising to convey
the pleasure of their song.¹⁹

The maxim of Jack's dull boy
rings truer after his divorce and demise,
But avoidance of the fall to look away
proaction improvement, fortune, peace.

And at last, the question to ask,
not the answers rather learning more.
I'm not the river of knowledge
but inquiry opens the clouds of
sprinkling omniscience.

What's the policy going to be:
Screaming, hugging, jumping, running.
The only rule that I can see
consciously made, not what's always
been done arbitrarily. E

Notes

1 During my internship last year, my manager said at the beginning of the summer, in reference to my comment that I was excited to learn a lot while at GE, that I would be very busy and wouldn't have time to sit around learning like in college. Ironically, my manager was the VP of employee development at GE's Capital Services.

2 Reference to Edward Abbey poem, "On the Birth of My Son," found in *Earth Apples* which reads, "Most fathers, when they have a son, / hope the boy will prove intelligent. / But I, through misapplied intelligence, / have wrecked my whole life, / and therefore, hope my son will grow up ignorant, / stupid, and dull. / That way he'll lead a tranquil life / as a public administrator, / college president, / or United States senator."

3 Referring to Ralph Waldo Emerson's statement in *Self-Reliance* where he suggested, "You will always find those who think they know what is your duty better than you know it. It is easy in the world to live after the world's opinion; it is easy in solitude to live after our own; but the great man is he who in the midst of the crowd keeps with perfect sweetness the independence of solitude."

4 This section references Adam Smith's *Theory of Moral Sentiments* where he suggests the nature of rules: "In the practice of the other virtues, our conduct should rather be directed by a certain idea of propriety, by a certain taste for a particular tenor of conduct, than by any regard to a precise maxim or rule; and we should consider the end and foundation of the rule, more than the rule itself."

5 This refers to Walt Whitman's discussion of discovering self in his poem, *Leaves of Grass*, where he says, "No friend of mine takes his ease in my chair, I have no chair, / nor church nor philosophy; / I lead no man to a dinner-table or library or exchange, / But each man and each woman of you

I lead upon a knoll, / my left hand hooks you round the waist, / My right hand points to landscapes of continents, and / a plain public road. / Not I, not any one else can travel that road for you, / You must travel it for yourself. / It is not far. . . . It is within reach, / Perhaps you have been on it since you were born, and / did not know."

6 This refers to one of the most misquoted verses of Shakespeare's writing. The reference is to Hamlet's soliloquy where he is debating whether he should take action against the wrongs he has suffered or simply sink back in complacent acquiescence. He says, "To be, or not to be, that is the question: / Whether 'tis nobler in the mind to suffer / The slings and arrows of outrageous fortune, / Or to take arms against a sea of troubles, / And by opposing, end them."

7 Latin for "Believing is seeing."

8 Referring to Henry David Thoreau's discussion of the lack of conscience in a corporation in his essay, "Civil Disobedience." He said, "It is truly enough said that a corporation has not conscience; but a corporation of conscientious men is a corporation with a conscience."

9 Referring to Plato's allegory of the cave, wherein the chains could refer to the bureaucracy in organizations, or the cave could represent the old-school antagonistic work environment, while the light could represent the real empowerment of decision making on the line and freedom of self-improvement.

10 Referring to David Norton's book, *Personal Destinies*, where he discusses the relationship of love that should exist within an organization to be one of helping toward perfection. He says, "Reciprocal love between two persons consists . . . of each know[ing] the other for what he or she essentially is, a unique potential perfection, and each by his love wills the fulfillment of that perfection by the other."

11 Referring to Thoreau's discussion of using common sense at work in his book, *Walden*, where he states, "Most men, even in this comparatively free country, through mere ignorance and mistake, are so occupied with the factitious cares and superfluously coarse labors of life that its finer fruits cannot be plucked by them. [The laboring man] has no time to be anything but a machine. How can he remember well his ignorance—which his growth requires—who has so often to use his knowledge?"

12 Referring to Dr. Seuss's discussion of choices in his book, *Oh the Places You'll Go!*, where he writes, "And if you go in, should you turn left or right. . . . Or right-and-three-quarters? Or, maybe, not quite? Or go around back and sneak in from behind? Simple it's not, I'm afraid you will find, for a mind maker-upper to make up his mind. You can get so confused that you'll start in to race down long wiggled roads at a break-necking pace and grind on for miles across weirdish wild space, headed, I fear, toward a most useless place, The Waiting Place. . . ."

13 This refers to the theme of Jonathan Larson's Broadway musical, *Rent*, where Larson challenges each of us to live today and not be forced by fear to give up on our dreams. Ironically, Larson's dream was to see his work on

Broadway, but he died the very day *Rent* opened. This idea is exemplified in the finale as the cast sings, "There's only now / there's only here / give in to love / or live in fear / no other path / no other way / no day but today."

14 Referring to Richard Bach's book, *Illusions*, where he provides a handbook for us to enlighten ourselves to perfection, with the help of Donald Shimoda, a retired messiah who advises, "Argue for your limitations and sure enough, they're yours."

15 Referring to Machiavelli's directions for greatness in *The Prince*, where he suggests that to act great may lead toward learning greatness. He said, "Prudent man should always enter those paths taken by great men and imitate those who have been most excellent, so that if one's own skill does not match theirs, at least it will have the smell of it: and he should proceed like those prudent archers who, aware of the strength of their bow when the target they are aiming at seems too distant, set their sights, much higher than the designated target, not in order to reach to such a height with their arrow but rather to be able, with the aid of such high aim, to strike their target."

16 Referring to James C. Christensen's painting *One Light*, depicting a lone hunchback, representing humanity, alone in a world of checkerboard and infinite stars in the background, holding a single lamp with a solitary flicker of flame. Christensen suggests that this painting represents the need that we have to hold our light high, in hopes that we may influence another's who will in turn extend his or her light, joining individual light with ours.

17 Referring to Lawrence Ferlinghetti's ode to Jack Kerouac and his vision of America entitled, "The Canticle of Jack Kerouac." He said, "And then Ti Jean Jack with Joul tongue / disguised as an American fullback in plaid shirt / crossing and recrossing America / in speedy cars / a Dr. Sax's shadow clouds over the landscape / Song of the Open Road sung drunken / with Whitman and Jack London and Thomas Wolfe / still echoing through / an America now long gone / seen from a moving car window."

18 Referring to Victor Hugo's call in his book, *Les Misérables*, to revolutionaries caught in the battle for freedom to not forsake the duties of self. He said, "Intellectual and moral growth is no less indispensable than material amelioration. Knowledge is a viaticum, thought is of primary necessity, not only grain but truth is nourishment. Through fasting from knowledge and wisdom, reason becomes emaciated."

19 Referring to Thoreau's discussion of humanity's separation from nature and hence, their imbalance between the constricting business life and the vast creativity of nature: "At last, we know not what it is to live in the open air, and our lives are domestic in more senses than we think. It would be well, perhaps, if we were to spend more of our days and nights without any obstruction between us and the celestial bodies, if the poet did not speak so much from under a roof, or the saint dwell there so long. Birds do not sing in caves, nor do doves cherish their innocence in dove-cots."

Management Society Update

Boise Chapter Sponsors Students at Dean's Seminar

The Boise Chapter is adding a community service feature to its Dean's Seminar this year. Students from Boise State University and surrounding schools are being invited to the luncheon and seminar with the help of the Institute of Religion and coordination with Dean William Ruud, College of Business and Economics at Boise State. Chapter members will provide sponsorships for students to cover their costs at the event, which is being held at the Boise State University Student Union Building. This year's Dean's Seminar, "Secrets of a Successful Entrepreneur," will be presented by Donald H. Livingstone and Rick C. Farr from the Center for Entrepreneurship at BYU.

Northern Nevada Chapter Holds Its Own Business Conference

In 1996, the Reno-based Northern Nevada Chapter held its first two-day education conference, "Managing for Success in the Home and Business," featuring Elder Hartman Rector, Jr., as its guest speaker. This event was so successful that a second conference is being planned for October 1997.

Monthly business meetings for the chapter have had an exciting array of guest speakers, from political and business leaders to people in education and other walks of life. The chapter also sponsors the local weekly broadcasts of "Sabbath Reflections" and "Music and the Spoken Word."

Central Florida Chapter Kick-Off Attracts 2,000 Attendees

Members of the newly-created BYU Management Society of Central Florida had no idea how their first event would impact the area's business and community leaders. They soon found out, as more than 2,000 people began pouring into the Orlando South Stake Center of The Church of Jesus Christ of Latter-day Saints on November 23, 1995, to listen to nationally-recognized author

and speaker Stephen R. Covey. Covey discussed "The Seven Habits of Highly Effective Families." Chapter President Norm Merritt received excellent feedback and close to 100 membership applications!

With that excellent start, the next project was even more surprising. On November 22, 1996, the chapter sponsored a golf tournament in Orlando to provide a deserving student with a scholarship to the college of his or her choice. Walt Disney Attractions and Southtrust Bank were great benefactors to the golf tournament, as were a number of other national corporations and small local businesses. In addition, a silent auction was held, with donations from Sea World, Walt Disney World, Universal Studios, and other local tourist attractions. Matt Stroud, vice president and treasurer of the society, reported that the combined event far exceeded expectations, earning more than \$10,000 in scholarship money!

Central Florida business leaders are now keenly attuned to the society's reputation and dedication for creating benchmarks in education and community involvement. The society's influence brought more than 60 people from businesses in the area to a luncheon in Orlando in January to hear the chairman of The Times Mirror Company, Mark Willes, speak on his back-to-basics approach to business. The event was covered by the local press.

The unprecedented success of these and other events has led the society to their current project—a scholarship dinner. Applications have been sent to all high schools in three counties asking them to recommend students with exceptional academic achievement, community service leadership, and high moral character. At the dinner in May, not one but five \$1,000 tuition scholarships will be awarded, recognizing Central Florida companies as sponsors.

Luncheons, Early Morning Meetings, and a New Web Page for South Bay

The South Bay Chapter, with approximately 200 members, continues to host an ongoing schedule of luncheons at the Sunnyvale Hilton Hotel with guest

speakers who have distinguished themselves in the local business community. The chapter's January speaker was Jack R. Wheatley, cochairman of BYU's "Lighting the Way for the 21st Century," a six-year campaign to raise more than \$250 million for development of BYU campuses.

The chapter has introduced periodic "Early-Morning Motivational Pick-Up & Get-Us-Going Buffet-Breakfast Meetings" at the CoCo's Bakery Restaurant in Santa Clara with guest speakers who have delivered brisk, energetic self-esteem and positive-attitude messages. The first two breakfast speakers were success coach Paul Aronson in November 1996 and Joan Peterson, PhD, of Seminars, Inc., in February 1997.

The chapter's internet director, Ron Packard, Jr., is responsible for a new addition to the BYU Management Society World Wide Web page. The page will include the chapter directory (with each member's name, work company, and work phone number), a president's message, event calendar, and a general membership orientation icon that will provide new members with the chapter's vision as well as an avenue for membership registration.

CAMS Leads the Way in Chicago

The Chicago Area Management Society (CAMS) has adopted the motto: "Manage to Make a Difference." This motto was suggested by Everett Butler and serves as a unifying theme for the educational, social, and civic activities.

Burke Christensen has organized the 1997 Loop Luncheon programs, which continue at Harris Bank, courtesy of Greg Ostler. Topics and speakers this year include: "Individual Integrity: The Ethics of Managers" with Laura Pincus, JD, director of the DePaul University Center for Business and Professional Ethics; "1997 Business and Personal Tax Update" with Blackman Kallick (CPAs); "A Case Study in Ethics" with Bill Giffin, vice president, Office of Ethics and Business Policy, Sears, Roebuck and Co.; and "Leadership" with Howard G. Haas, senior lecturer in business policy, University of Chicago Graduate School of Business and former CEO of Sealy, Incorporated.

CAMS goes "offshore" in June 1997 with a cruise in the Greek Islands, plus tours of New Testament sites in Athens, Corinth, and Ephesus. This tour was arranged by CAMS member William Kettley through Taylor Travel, a Chicago-based agency.

CAMS continues support of a scholarship fund and serves as a financial and mentoring sponsor to the Inner City Youth Charitable Trust. The ICYCT, featured in the June 1997 New Era, was founded by Chicago-area LDS Church members to assist "at-risk" youth.

Bay Area Honors David Gardner

David Pierpont Gardner, president of the nine-campus University of California



David Pierpont Gardner addresses Bay Area Alumni Association and Management Society chapters.

system from 1983 to 1992, was the recipient of the 1997 Distinguished Service Award presented by the Bay Area chapters of the BYU Alumni Association and Management Society. He accepted the award at the 1997 Distinguished Public Service Award Dinner on March 14 in Walnut Creek and addressed "The Future of American Higher Education" in his remarks.

Prior to serving as the University of California's 15th president, he served as president of the University of Utah.

Among his many achievements, Dr. Gardner is admired for guiding the University of California through one of its most challenging decades while

increasing public and private support.

Dr. Gardner has also served as chairman of the National Commission on Excellence in Education. The commission's report, "A Nation at Risk," helped spark a nationwide effort to improve education in the United States.

Atlanta Continues the Tradition of Excellence

The Atlanta Management Society began more than 20 years ago as the LDS Business Breakfast Series through the efforts of Dr. Russ Osmund. In 1989, the Atlanta Chapter of the BYU Management Society was formed with Victoria Laney as its first president. In 1993, Charles H. Kuck, a former mem-

ber of the Arizona Management Society and a new Atlanta immigration attorney, became the second president. Gregory M. Kortman has been president since the fall of 1995. During this short history, the Atlanta Management Society has established several successful traditions, including an annual fall Dean's Seminar; a winter evening of fine dining and excellent entertainment with a prominent guest speaker; the publishing of "The Peach Street Journal," a bimonthly newsletter that informs the chapter's membership about planned activities, introduces new members, and publishes original written works by society members.

Highlights From the Salt Lake Chapter Monthly Luncheons

Former BYU Assistant Advancement Vice President Margaret Smoot opened the 1996 luncheon program at the Joseph Smith Memorial Building with a call to look for the good in our society. She noted that many controversies come from misunderstandings and misinterpretations of circumstances. She encouraged the members to replace their fears with faith and move forward in the new year to a higher level of positive thinking and action.

Lt. Governor Olean Walker addressed members in March, outlining Governor Leavitt's vision for Utah. She discussed the state's job training programs and encouraged members to find ways to serve the community.

In October Elder Marion D. Hanks informed chapter members about Mentors International. This group provides business training and capital for business start-ups in Third World nations. As a result of his visit, the chapter donated \$500 to Mentors International to encourage development of business opportunities in Mexico, the Philippines, and other countries.

Elder L. Tom Perry closed the year with the annual Christmas message. He reminded members of how blessed they are and encouraged a recommitment to share gifts with those less fortunate.

President Hinckley Receives Award

The Fourth Annual Distinguished Utahn Award was presented by the Salt Lake Chapter in April 1997 to President Gordon B. Hinckley. Previous awards have gone to Dick Bass, Snowbird, 1994; Stephen Covey, author, 1995; and President Rex Lee (posthumously), 1996. This award is presented in recognition of many years of outstanding service to the state of Utah and presenting the state in a positive light to the world.

Salem, Oregon, Chapter Focuses on Scholarship

The Salem Chapter of the Management Society has initiated a tradition of a spring "Graduates' Banquet" before high school graduation to honor graduating seniors. Last year, the chapter

presented the first annual Brigham Young University Management Society/Dr. Robert L. Friess Scholarship to Elizabeth Oberan. Her outstanding academic qualifications and community service activities qualified her for the honor.

This scholarship is not restricted by gender, need, race, religion, or university selection and will be awarded each year to a graduate who intends to pursue a university education.

Two Hundred Attend Southern Nevada Luncheon

On December 6, 1996, the Southern Nevada Chapter of the Management Society hosted a luncheon for President Merrill Bateman, to which the Law Society and the newly-formed Communications Society were invited. Deans K. Fred Skousen of the Marriott School and H. Reese Hansen of the J. Reuben Clark Law School, along with Professor Lee Bartlett, chairman of the Communications Department and several other members of the BYU community accompanied President Bateman and his wife. Two hundred people from numerous professions joined in networking and enjoying President Bateman's presentation. Forty additional members joined the chapter at the luncheon, and several even volunteered to work on committees!

A symbiotic relationship exists between Management Society activities and the Church's local Public Affairs Council. Involvement with the PAC enables the chapter to more easily disseminate information about its events and focus this information to embrace the non-LDS community. The chapter has found it imperative to systematically reach out to non-BYU members. Broadening the chapter's scope has helped it provide better service and greater incentives for individuals to participate in the organization.

Highlights of the Arizona Chapter

The Arizona Chapter of the BYU Management Society is in the midst of another active and exciting year. In addition to monthly luncheons on the third Wednesday of each month during the school year, the chapter attempts to

schedule at least one significant fund-raising activity, hold one fireside with a visiting LDS General Authority, and perform meaningful community service.

Monthly luncheons feature prominent business, government, education, civic, and religious leaders. Elders David B. Haight and Dallin H. Oaks have spoken at the firesides in the past two years. In addition, an annual Dean's Seminar is held each spring. This year the chapter will hear from Dr. Eric Stephan on "Moving From a Run-of-the-Mill Manager to a People Leader."

Proceeds of fund-raising activities go to fund at least one Gerald Romney Scholarship at BYU, an inner-city Boy Scout troop, and scholarships for local LDS students attending local schools.

One of the chapter's best community service opportunities has been its involvement with Troop 12, an inner-city minority Boy Scout troop sponsored by the Presbyterian Church. This troop was in desperate need of money and adult committee support. After a presentation by Mark Killian, then speaker of the Arizona House of Representatives, in which he suggested that the Boy Scout movement could be one of the answers to the growing gang problem in the South Phoenix area, chapter leaders realized that this might be the perfect community service opportunity for the society.

Contact was made with the local Boy Scout Council, which eagerly directed the chapter to Troop 12. Since then the chapter has been able to provide financial support, help in organizing and training the troop committee, serve as an ongoing resource for ideas, and provide opportunities for combined activities with our more established units. Troop 12 was recently able to perform its first flag ceremony in full Boy Scout uniform at a fundraising event in their behalf featuring Dale Murphy.

San Diego Chapter Raises More Than \$250,000 for Scholarship Program

In 1990, under the leadership of Steve Dixon, the San Diego Chapter started a scholarship service project, with Kent McBeth as scholarship committee chairman. The chapter decided to raise funds locally to provide scholarships for LDS San Diego high school seniors who

needed financial assistance to attend college. Scholarships would be awarded to applicants who demonstrated service to school, community, and church; who achieved academically; and who had the greatest financial need to continue their education beyond high school. The committee looked at the applicant's family income and the number of siblings at home and on LDS missions.

The scholarship program was for San Diego area high school seniors, with no restrictions as to the college the recipients attended. This policy has made it possible for donors to contribute to "our kids," and not just to a specific university. More than 70 percent of the recipients have gone to BYU.

In 1991, the first year of the program, the chapter raised \$15,000 and awarded fifteen \$1,000 scholarships to high school seniors. The scholarship money was sent directly to the colleges, to be credited toward the recipients' tuition, books, and other educational expenses.

Half of the \$250,000 raised prior to this year has come from an endowment established in 1994 by Sister Gertrude Martindale, prior to her death, to fund scholarships for LDS returned missionaries from San Diego.

Frank Millward, chapter president, said that much of the scholarship program's success has been due to the support of local priesthood authorities who have given permission to announce activities in ward bulletins. Activities have included annual golf tournaments and concerts, dinners, and performances by the BYU Folk Dancers and the Ballroom Dancers. These fund-raising events contribute about half of the money for the program; the other half comes from direct donations.

Those donating a minimum of \$1,000 may name a scholarship (but not the recipient). Of the 176 scholarships awarded during the past five years, 75 have been James W. Huish Memorial Scholarships, funded by contributions from Huish family members. Frank said, "Without the generous contributions made by John Huish, Jim's twin brother, and Carolyn, Jim's widow, this program would never have gotten off the ground."

Bob Sharp, chapter vice president, believes that the program has been aided by the many high-profile people

who have taken time from their busy schedules to speak at a luncheon, a dinner, or a fireside. Among those who have spoken are President Hinckley, Elder Holland, Chieko Okazaki, Steve Young, George Romney, Shawn Bradley, Robbie Bosco, Hyrum Smith, and Senator Orrin Hatch.

More than 90 percent of all scholarship recipients are four-year seminary graduates, and more than 70 percent are either Eagle Scouts or recipients of the Young Woman's Medallion. Sidney Price, this year's scholarship chairperson, said that the chapter has already raised more than \$30,000 this year.

Virginia Blue Ridge Chapter

It's legend in these parts that if you christen any business venture with breakfast at the Roanoker Restaurant, then it's bound for success! This is exactly what has happened during the inaugural year of the Virginia Blue Ridge chapter of the BYU Management Society.

In March 1996, Sonny Walker Morris, a former member of the DC chapter and now president of the Blue Ridge Chapter, held a breakfast meeting with Dane C. McBride, a local stake president and businessman, to discuss the benefits of a local chapter. They brainstormed the goals, potential officers, mission statement, and how the efforts of this chapter would complement the established LDS culture in the region. "We wanted this chapter to be professional, thus providing an attractive outlet for interaction with non-LDS business people. More importantly, we wanted the chapter's efforts to foster the career growth of LDS professionals who would become its members."

Over the next five months, an eight-member advisory board and a slate of nine chapter officers were selected. "We just followed the recipe outlined in the leadership manual," explained Sonny, "and we were very deliberate in putting in place each essential element of other successful chapters."

In July, chapter leaders became aware that Dr. Stephen R. Covey was coming to Roanoke in September to conduct his "Seven Habits Seminar." They persuaded him to fly in early the

night before his engagement and to be the keynote speaker for the chapter's kickoff event and membership drive. The kickoff was a huge success, with just short of 300 people from the region filling the Roanoke Marriott, including individuals from North Carolina, Tennessee, and West Virginia.



J. W. Marriott, Jr., Ralph W. Hardy, Jr., and Jon M. Huntsman at ceremony honoring Huntsman as Washington, DC, Chapter's Distinguished Business Leader.

Since the kickoff evening, the chapter's committees and calendar have been further developed, more than 100 members have joined, two newsletters have been published, and the chapter has joined the information age by posting a home page on the World Wide Web.

Washington, DC, Chapter Gives Two Awards

The Washington, DC, Chapter presented its Distinguished Business Leader Award to Jon Huntsman on Saturday, October 26, 1996, at the National Geographic Society in Washington, DC. More than 130 people attended the ceremony at the Grosvenor Auditorium. Huntsman is chairman and CEO of Huntsman Chemical Corporation, the largest privately owned chemical concern in the United States. He was cited for his success as a corporate executive and as a philanthropist who last year pledged \$100 million to cancer research, along with numerous gifts to other charities.

The annual DC Chapter gala was held on February 2, 1997, at the J.W. Marriott

Hotel in downtown Washington, DC. The evening began with a reception for diplomats from 62 countries. The 900 people who attended were then treated to dinner and a keynote address given by Marlin K. Jensen of the LDS Church's First Quorum of Seventy.

The chapter's Distinguished Public

Service Award was given to Senator Orrin G. Hatch (R-Utah) for his years of service to the country. Senator Hatch, who has been in the senate since 1976, currently serves as chairman of the Senate Judiciary Committee and a member of the Senate Committee on Finance.

Utah Valley Blitz

Blitz '96 was a special opportunity for service to the Orem community. The Utah Valley Management Society participated in this day of clean-up and service, with members and their families working around the Sharon Park Elementary School. They swept the parking lots, painted new parking stripes, painted "No Parking" areas, and did some landscaping and general cleanup. This event was covered by the local news and featured on KBYU television.

Blitz '97 is coming up in May, and the chapter will have another opportunity to be of service to the community. In addition, the Utah Valley Chapter maintains a full slate of monthly luncheon speakers, an annual Dean's Seminar, and a summer social. E

Update

Cherrington Receives Outstanding Faculty Award

J. Owen Cherrington was honored as this year's Marriott School of Management Outstanding Faculty Member at a dinner on February 20, 1997. Owen has published more than 50 articles in professional and academic journals, dealing primarily with information systems, management consulting, honesty and ethics, and budgeting and performance appraisals. He has authored or coauthored five college textbooks.

Among awards he has received during his career are the NAC Outstanding Faculty Award, Exxon Teaching Award, Wm. C. Brown Teaching Excellence Award, and UACPA Outstanding Educator Award.



J. Owen Cherrington

Owen has served as chair of the Information Systems/Management Advisory Services section of the American Accounting Association, president of the southern chapter of UACPA (Utah Association of CPAs), and is currently director of strategic planning for UACPA.

He has also served as group leader of the information systems faculty and was instrumental in helping the Marriott School obtain approval for a new master's degree in information systems management, which will admit its first class of students in fall 1997.

Wheeler and Randall Honored

Gloria E. Wheeler and Boyd C. Randall are the 1996-97 recipients of the

Marriott School of Management Teaching Excellence Awards, established in 1981-82 to recognize outstanding teaching efforts of Marriott School faculty members.

Gloria Wheeler is an associate professor in the Institute of Public Management. She is well-known for



Gloria E. Wheeler

her student group projects, her demand for excellence, and the personal time she spends counseling and tutoring her students.

Gloria received her PhD in mathematical psychology at the University of Michigan and came to BYU in 1986 after working for Rensis Likert and Associates. She was a Fulbright Scholar at the Lahore University of Management Sciences, Pakistan, in 1990-91.

Students who enroll in one of Boyd Randall's federal taxation classes



Boyd E. Randall

know they will learn, will be challenged, and will be well prepared for their chosen professions. He has a reputation of being a friend and mentor to his students—of being fair, approachable, and willing to counsel

on professional and personal concerns.

Boyd is the Ernst & Young Professor in the School of Accountancy and Information Systems. He joined the SOAIS faculty in 1974 and had faculty appointments at the University of Oregon and the University of Minnesota.

McQueen and Barnes Honored for Research and Citizenship

Grant R. McQueen, an associate professor in the Business Management Department, received the 1997 Marriott School of Management Research Award at the February 20 Outstanding Faculty Award Dinner. Grant began teaching at



Grant R. McQueen

BYU in 1988. His research interests include empirical tests of asset pricing models and the macroeconomic determinants of stock prices. His research has been published in many scholarly journals.

Howard W. Barnes, a professor of international business in the Institute of Public Management, was honored with the 1997 Marriott School of Management



Howard W. Barnes

Citizenship Award. He began teaching at BYU in 1964 and has served as assistant dean of the School of Management, director of the MBA Program, and chairman of BYU's Faculty Advisory Council. He is particularly known for his sense of humor and practical jokes. When Howard retires, he and his wife plan to travel to Dharjeling and Darmasala in Northern India to teach English to Tibetan refugees and consult with the minister of finance for the Tibetan people.

Marriott School Receives Ford Motor Minority Scholarship Grant

The Marriott School received the first installment of a \$250,000 grant from Ford Motor Company on February 4, 1997. The school will receive the grant over a five-year period. Ford funds will be used for recruiting and giving scholarships to minority students.

The Marriott School plans to increase its number of minority MBA students by recruiting at colleges and universities in large urban areas. The school will award three Extended Reach MBA Scholarships in 1997 and then six each year until 2001.

The Marriott School is among the top three business schools from which Ford selects new finance recruits, said Greg Geiger, finance director of New Markets and Associations at Ford. The BYU management school provided more than half of the graduates Ford needed to establish its China Operations Finance Group.

Alumni Board Holds Semiannual Meeting, Interacts With Students

Approximately 30 Marriott School Alumni Board members gathered on campus February 27 through March 1, 1997. Part of the gathering's purpose was for board members to interact with students. Three events were scheduled to provide this interaction:

- Mock interviews and career counseling sessions.
- Panel discussions (three to five board members participated on each panel). Topics included "Balancing Personal and Professional Priorities," "Retaining Personal Values in a Business Career," "Career Networking: How and Why?"

"Interviewing: What Do Employers Look For?" and "Corporate Life or Entrepreneurship—Which Is for You?"

- Mentor lunches (board members ate lunch with students they had been assigned to mentor).

Accounting Team Places First in Arthur Andersen Tax Challenge

BYU's undergraduate accounting team took first place and received a \$20,000 cash award in the fifth annual Arthur Andersen Tax Challenge (November 22-24, 1996) at the Arthur Andersen Center for Professional Education in St. Charles, Illinois.

Members of the team were Jack E. DaBell, Janaan B. Lake, M. Sadler Nelson, and Jonathan T. Peterson. The BYU graduate team, which competed against nine other finalist teams, received an honorable mention and a \$1,500 cash award. The awards made BYU one of two schools to place an undergraduate and graduate team in the national competition.

Members of the graduate team were Kenneth W. Biesinger, Elaine H. Harper, Colleen J. Kelly, and Wendy L. VanWagoner. Faculty advisors for both teams were Fred Streuling and Robert Gardner.

Marriott School Honors Alberthal

Lester M. Alberthal, Jr., chairman and CEO of Electronic Data Systems Corporation, was honored at a November dinner as the Marriott School's 1996 International Executive of the Year. President Thomas S. Monson of the BYU Board of Trustees presented the award.

Alberthal began as a systems engineer with EDS in 1968 and rose through the ranks to direct the Health Care Division in 1974, eventually becoming senior vice president responsible for the Insurance Group. After the 1984 acquisition by GM, he led the non-GM North American operating groups for two years before taking over as president.

When Alberthal joined EDS in 1968, it was a small company with 125 employees and less than \$5 million in revenue. Today, EDS has 90,000 employees worldwide and reported

\$12.4 billion in 1995 revenues. EDS is the world's largest independent computer services company.

Institute of Public Management Honors Thatcher

At a banquet held March 14, 1997, at the Provo Park Hotel, Edward D. Thatcher, city manager of Greenville, Texas, was honored with the IPM's 1997 Administrator of the Year Award. The award is cosponsored by the Institute of Public Management and the BYU Master of Public Administration Association.

Thatcher, a BYU alumnus, served as administrative assistant to the city manager of Abilene, Texas, until his appointment as city manager of Navasota, Texas, in 1982. In 1985 he accepted the position as city manager for Rosenberg, Texas, and has been city manager of Greenville since 1989.

Center for Entrepreneurship Honors Harman

At its annual spring conference on April 4, 1997, the Marriott School of Management's Center for Entrepreneurship honored Leon W. "Pete" Harman, founder of Harman Management Corporation, as its 1997 Entrepreneur of the Year.

In 1951, Pete Harman met Colonel Harland Sanders at a National Restaurant Association convention in Chicago. A year later, Sanders and Harman struck a franchise deal and sealed it with a handshake. Thus was born the worldwide, 8,000-franchise Kentucky Fried Chicken system.

The major factor behind Pete's success is his philosophy about people and sharing success: "We tie our success to people, not dollars." His employees know "we are in the people business first and the food business second." All employees receive an annual year-end bonus based on the store's volume. Pete was one of the nation's first to provide profit sharing to employees in 1957.

In 1971, Pete Harman received the prestigious Horatio Alger Award, which recognizes individual initiative, hard work, honesty, and adherence to traditional ideals.

John Lewis Joins Dean's Team

The Marriott School is pleased to announce the appointment of John C. Lewis as director of alumni and public relations. John joined the dean's office in September 1996 after a varied career in private industry. He earned a BA in English in 1977 and an MBA in 1979, both from BYU. After more than three years with Mountain Bell, John earned an MA in English from the University of Virginia, then joined WordPerfect Corporation, serving eventually as executive vice president and a member of the board of directors.

Following the WordPerfect/Novell merger, John served as senior vice president of worldwide technical services for a year, then joined the executive management team at Nu Skin International. According to John, when Dean Skousen discussed his concept of marrying the alumni relations role with an increased emphasis on public relations, he just couldn't resist. This first year, he has had the benefit of learning the ropes from Emily Hart, who will retire this year from her pioneering role in alumni relations at the Marriott School.

Joan Young Joins MBA Office

Joan Young has joined the MBA Program as assistant director. Her responsibilities in the program include working with student groups and organizations, coordinating curriculum, and assisting with admissions and recruiting.

Joan received her bachelor's degree from BYU in English and history, then taught at East High School in Salt Lake City. She also coached swimming, water polo, and assisted with the football team. Joan returned to BYU and completed her MBA in 1995. Joan and her husband, Glen, own and manage Ristorante della Fontana in Salt Lake City.

MBAs Offer Community Service

A group of Marriott School graduate students have found a way to combine serving others while in school. Once a week, eight MBA and MOB students meet for their MBA 690 class. It may sound like just another business class,

but the focus of the course is to serve others. Professor Paul Godfrey's objective is to require students to use business skills acquired at the Marriott School to provide community service.

This semester, MBA 690 students are helping the Food and Care Coalition of Utah. They are assisting the Coalition in writing an operations manual. They are also currently searching for shoes. Class members and project coordinator John Montgomery say people come in off the streets looking for jobs, but have either no shoes at all or inappropriate shoes for the work they are seeking. The class wants to secure new shoes for the Coalition by gathering funds, finding corporations to match those funds, and then supplying vouchers for those needing shoes so that they can go purchase them.

The Marriott School Needs YOU!

In their ongoing quest to provide an education that is relevant in today's business world, Marriott School faculty are seeking the help of alumni who are putting their business education to practice. You could assist in the following ways:

- guest-lecturing in the classroom on a topic that supplements the curriculum;
- developing real-world cases; and
- sitting in on lectures, adding relevant comments where appropriate.

If you are able to help in any of these areas, please contact John Lewis, director of alumni relations:

E-mail: john_lewis@byu.edu
Phone: 801-378-4800
Fax: 801-378-4501
490 Tanner Building
Brigham Young University
Provo, UT 84602

Looking for a New Job?

As you build your career, we know you are interested in networking in as many ways as possible. Here are a few alumni services the Marriott School offers:

- The Marriott School Alumni Relations Office maintains a database of all business school alumni. (It is as accurate as the information you have given us!) For a nominal processing fee, we can produce customized lists of alumni who may be able to help you explore new job

opportunities or new job markets. To request an order form for these lists, contact the Marriott School Alumni Relations Office:


E-mail: arpt2@acd1.byu.edu
Phone: 801-378-7696
Fax: 801-378-4501
490 Tanner Building
Brigham Young University
Provo, UT 84602

• Part of BYU Career Placement Services is an Alumni Placement group, headed by Scott Greenhalgh. Since this group deals with most of the recruiting companies that visit campus, they are often aware of job opportunities that are well suited for university alumni. If you are interested in their service, you can make arrangements to be added to their job-search database as a candidate for possible job openings. To find out more about their service, contact Scott Greenhalgh:

E-mail: scott_greenhalgh@byu.edu
Phone: 801-378-6936
Fax: 801-378-3444
D-240 ASB
Brigham Young University
Provo, UT 84602

• For alumni of our MBA, MPA, or MOB programs, an interesting Internet service is available from a company called MBA Central. The concept is much the same as that offered by our BYU Alumni Placement Office, except the profiling, matching, and job notifications take place electronically over the Internet. In addition, the service is targeted to MBA alumni. Registering for the service is absolutely free of charge (all funding comes from the recruiting companies). To register, go to the MBA Central Web site at www.mbacentral.com and follow the instructions. We will also be doing a direct mailing of the software to many of our alumni, so look for something in the mail!

E-Mail, Anyone?

We are tackling the assignment of assembling E-mail addresses for all of our Marriott School alumni. Please take a minute to send us your address(es) along with their location (home, office, home office, etc.). We really want them! Don't hesitate—send the information now to arpt2@acd1.byu.edu. 

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Before the dawn of our current Information Age, product innovation alone was often enough to propel a product's success in the marketplace. Typewriters, bonnet hair dryers, and home movie cameras gave way to wordprocessors, blow-dryers, and camcorders, simply because they were easier to use and delivered faster results.

But consumer marketing no longer works that way. When Kodak codeveloped the Advanced Photo System with four photo industry allies, the participants knew that extensive market

taking data. In turn, photo-processing equipment reads the IX data to print photographs that accurately reproduce what picture-takers expect.

Understanding Needs

The studies looked at three fundamental photography issues:

- What do consumers want from photography?
- How could an Advanced Photo System meet those needs?
- Are consumers excited about the Advanced Photo System?

The Advanced Photo System

A New Marketing Paradigm

by Steve Gandola

research was needed to create a product that satisfied many consumers' needs—and compelled them to spend more on a completely new photographic system.

Thus, Kodak's market research initiative for the Advanced Photo System was the most extensive ever undertaken in the photo industry. As a system, Kodak Advantix films and cameras are the most market-research-driven program in the company's 115-year history. In fact, the Advantix product family ranks among the most heavily researched product introductions in any industry. As such, a new marketing paradigm was essential.

Nearly 10 years of market research went into developing the system. The research included some 45 consumer studies involving more than 22,000 people in 11 countries.

Announced in April 1996 by Kodak, Canon, Fuji, Minolta, and Nikon (the five system-developing companies), the Advanced Photo System is a revolutionary new family of photographic products. The system uses a magnetic information exchange (IX) system in its cameras and films that records picture-

We faced considerable challenges in probing these issues across four continents. Our research had to consider varying levels of photographic understanding and skill—and economic pressures—that influence how often consumers take pictures, and with which cameras and films. In addition, cultural differences and varying global economic conditions also affect the way people respond to market research.

Many current photographic products already satisfied some consumers' picture-taking needs. Since the explosion of compact, non-single-lens reflex (NSLR) cameras in the 1980s, the

category's offerings have become more compact and simpler to use.

At the same time, growth in the category had flattened to about 3-4 percent annually. Consumers were ready for a rebirth of photography that delivered results that "auto-everything" NSLR cameras had promised, but didn't always deliver.

From a corporate perspective, the substantial investment of all five photographic partners in a completely new picture-taking and film-processing system meant the Advanced Photo System had to have premium pricing, compared with today's 35 mm photography. That meant consumers would need to readily perceive advantages in the new system, be willing to pay more for those benefits—and, over time, "trade up" for further advances.

Universality of Measures

Researchers working with Kodak used one-on-one interviews, self-administered questionnaires, focus groups, and an array of statistical techniques to obtain both qualitative and quantitative

Steve Gandola is a marketing manager in consumer imaging with the Eastman Kodak Company. He received his MBA in 1991 from the Marriott School of Management.

responses. These responses—gathered from consumers in Argentina, Chile, France, Germany, Japan, Mexico, Switzerland, Thailand, the United Kingdom, and the United States—helped guide development of the cameras, film, and processing technologies in the Advantix system.

To achieve a "universality of measures," or a consistent understanding of consumers' answers, each separate study required varied degrees of weighting. We knew, for example, that Latin American consumers express themselves freely, while German picture-takers are less willing to display enthusiasm. Another

influence: During a key phase of our research, much of Europe experienced an economic recession, which would prompt less-enthusiastic responses when we asked consumers their purchase intent for the new photographic system.

Our benchmark results, therefore, were based upon what we knew about consumer behavior in a given region. We did not apply a "global curve," however; we examined each study independently, and applied our knowledge of current trends and conditions in those regions to help refine the meaning of the responses.

From a practical perspective, obtaining a valid global research sample presented challenges. While people take the same types of photographs throughout the world—family events, travel pictures, and so on—no single worldwide archetype of a photo consumer exists.

Even the methods used for gathering responses had to be tailored to a given region; in France, consumers simply do not respond to phone interviews, while in Latin America, the household penetration of telephones is sometimes too low to produce statistically valid sampling.

Meeting Unmet Needs

At the outset, consumers said that they liked 35 mm photography, but were dissatisfied with some aspects of that system. Specifically, 35 mm film loading created problems. They also expressed a desire to more accurately capture the images they saw through the viewfinder.

Consumers also commented on the limited portability of current cameras and the cumbersome nature of getting reprints or enlargements. In all, they assessed 300 attributes in a "benefits deficiency analysis" of the picture-taking process to identify which benefits they'd like to see that were hard to obtain with the current system. (Note: The Benefits Deficiency Analysis concept was developed by Dr. James Meyers at the Drucker School of Management.)

From a practical view, many factors influence consumers' photos. Lighting conditions play a key role. If the camera could magnetically record lighting and camera settings on the film when

the photo was taken, that data could be relayed to photo-processing equipment to adjust the printing process.

These types of findings helped shape the initial features of the Advanced Photo System. The system would offer more portable cameras with drop-in loading. To help deliver the variety of images consumers saw in their viewfinders, cameras would offer a selection of three print shapes, from normal (4 x 6 inch) to wide (4 x 7) to panoramic (4 x 11.5). This size selection would be magnetically recorded on the film, and prints would automatically come out at the predetermined size.



Different Directions

Throughout this study, consumers called for more reliable cameras and film that offered quality, consistent results and ease of use.

Even with these fundamental findings to guide the research, our methodology had to accommodate diverse objectives of the many designers, engineers, manufacturing managers and marketers working on the Advantix system. Each internal "constituency" sought specific answers, which meant that the nuances of each question were critical to obtaining the needed answers.

For example, marketing people needed data on various film packaging alternatives:

- Did Kodak wish to forego the market-

ing value inherent in its familiar yellow box to highlight Advantix film as new and different from Kodak Gold film?

- Should the canister for the new film be conventionally cylindrical or another shape, so as to emphasize the difference in film cassette shape?
- What kind of consumer packaging would be required to highlight these differences, while making the best use of the latest packaging, distribution, and retail display options?

From 1986 through the first quarter of 1996, questions such as these were posed on a global scale. But when focusing on the next-generation family of cam-

eras, many of our preconceptions about picture-taking had to be set aside. We had to make sure we developed a system that consumers really wanted, and not just what we thought they wanted.

Build Your Own Camera

Consumers also played a role in designing Advantix cameras. Rather than give participants a preconceived prototype model, we encouraged consumers to help design the cameras and other features of the system. For example:

- Consumers were given simple blocks of wood and were asked to hold them as they would a camera. They were then asked to position wooden "controls"—viewfinder, print size selector, and liquid crystal display panel—on the blocks

where they felt most comfortable.

- When asked to compare various features of Advantix cameras with the same features of current 35 mm cameras, consumers said they would pay more for such a camera with drop-in loading, the ability to print the date of the photo on the back of pictures through the film's magnetic recording, and the ability to select different print sizes.

- We asked if consumers would purchase an Advantix camera to replace a lost or stolen camera. In the U.S., Europe, and the U.K., 90 percent of consumers said their next camera would be an Advanced Photo System camera.

Advanced Photo System category. The name also needed to capture, if possible, the simplicity of the system as well as the complexity of its magnetic information exchange feature. In addition, we also needed a name that would work across the camera, film, and photofinishing categories.

Over a year's time, beginning in early 1995, Kodak began working with Landor Associates, an international design firm specializing in brand identity development. More than 100 names were researched from their offices around the world. The names were ranked for their ability to convey

and films. The results of these tests, conducted during the first quarter of 1996:

- Ninety-four percent of the 350 users said the new system was better than their current 35 mm photo system.

- Seventy percent said they believed they'd take better pictures using Advantix products.

- Seventy-three percent said they would be more satisfied with their pictures.

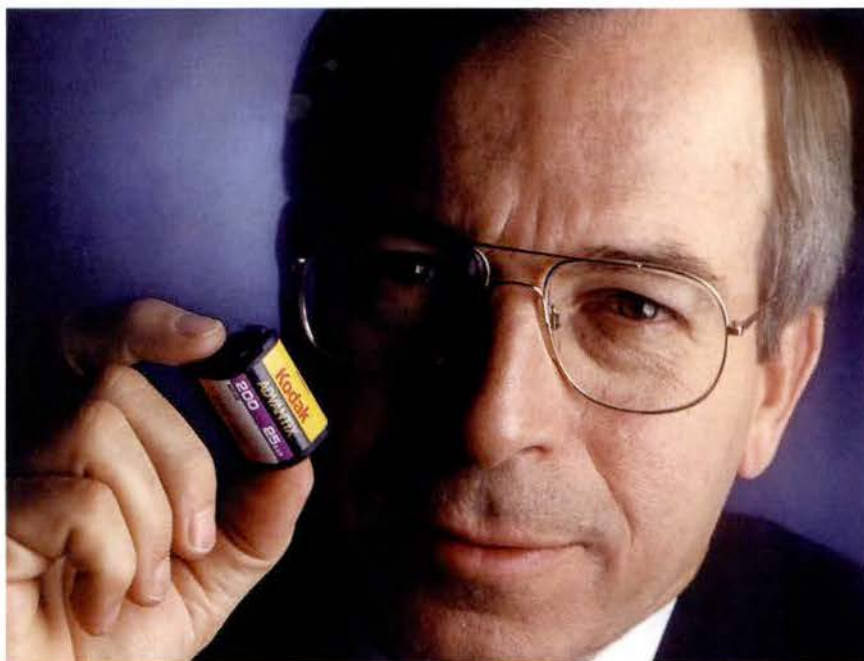
By the launch date (February 1, 1996), some 8,000 consumers in 12 countries had reacted to the Advanced Photo System. Our findings indicated that the system had strong appeal among these consumers, regardless of their country or region.

Ultimately, our research told us that the strength of the Advantix system is its ability to deliver a wide range of benefits through each of the system components. Because of its variety of features, consumers believed that the system's benefits met a wide range of their needs.

As a final measure prior to launch, we tested the Advantix system with photofinishers and retailers who would sell and support the new film, cameras, processing, and enlargements. At the Photo Marketing Association's Photo and Imaging Expo '95 in London, we surveyed some 180 minilab, wholesale lab, and retailing professionals—asking them whether the new system would add value to consumer photography.

More than 80 percent of the business owners, directors, managers, and technicians said they believed the new system met consumer needs, with more than 60 percent predicting moderate to strong consumer appeal. Of those expressing an opinion, 78 percent indicated that the system would have a positive impact on the overall photo industry. E

Author's Note: Special thanks to Professors William Swinyard and R. Ray Andrus of Brigham Young University's Marriott School of Management, whose teaching skills gave me an understanding of and appreciation for the value of market research in the business world.



The Logic of Advantix

While many of our studies explored different technical benefits of the system, other research pursued questions of consumers' perceptions. We asked them to react to the Advanced Photo System and Advantix logos. We asked them to evaluate storyboards, scripts, and rough edits of commercials and product videos highlighting the system. And we asked them to comment on price sensitivity to Advantix films, cameras, and processing, all of which are priced above their counterparts in 35 mm photography.

For the Advantix brand name, our mandate was to create a global identity and, at the same time, a name that demonstrated leadership in the

key product features—high-tech, smart, advanced picture-taking—as well as their memorability and ease of pronunciation worldwide.

(Some of the same criteria were used to create the name "Kodak." Oddly enough, that name, coined in 1881, still stands today—but it was the creation of company founder George Eastman, who simply made up the word!)

After trademark clearances and consideration of consumer research results, Advantix emerged as the winner.

Findings

As the Advantix system moved closer to its February launch, Kodak's later studies asked consumers to field-test the near-final versions of the cameras

Philip Selznick, author of the classic book *Leadership in Administration*, provides some helpful insights by underscoring the necessary link between commitment and character. "Character, at both the individual and the organizational level, is revealed in 'irreversible commitments.' These are decisions that are public, irrevocable, and volitional. These are actions that are undertaken because failure to act in this manner would invalidate the actor's deepest and most fundamental identity claims. These decisions are never grounded in situational or consequential calculus. Their necessary and sufficient justification is, 'failure to act in this manner is unthinkable.'"

This definition of character suggests the following "test" of virtue: What types of commitments is this person willing to designate as "irreversible," because to violate them would be tantamount to invalidating the actor's deepest and most fundamental identity claims? An investigation of the number and nature of a person's "irreversible commitments" provides highly credible information regarding the person's values, motives, and priorities.

A second definition of character, offered by Edmund Pincoffs in his book *Quandaries and Virtues*, suggests additional guidelines for establishing possible links between actions and an actor's character. "Because something is right for anyone, doesn't mean that it is right for me. It only means that it is permissible—that I could not be rightly blamed for my decision. However, I could blame myself if I fail to consider the question, 'What is worthy of me?' . . . A person's character is likely to exhibit itself in his making obligatory for himself what he would not hold others obligated to. A person does not attain moral stature by what he demands of others, but by what he demands of himself." So, in addition to making and honoring irreversible commitments, virtuous actors obligate themselves to live by standards that are higher than those they use to judge the actions of others.

These points are illustrated in the following examples. A few months ago a newspaper article reported that the CEO of a major chemical firm turned down a lucrative opportunity to build a

large plant in another country because the government requested a sizable bribe as a condition for approving the deal. Upon hearing this story, one of my colleagues commented, "There is an example of a very moral CEO." To which a more skeptical colleague replied, "I agree that that company made a morally responsible decision to not pay the bribe. However, given the strong financial position of the firm and the CEO, it is unclear whether this action is sufficient evidence to conclude that he is a moral person. The question remains, 'Would he have made the same choice when the firm was young and highly vulnerable to competitive pressures, he was an unproven leader, and this major strategic initiative was being viewed by analysts as a litmus test of the firm's ability to aggressively move into new markets?'"

In listening to this exchange, I thought about the conversation between the Lord and the young aspiring disciple, recorded in Matthew 19. In response to the inquiry, "Master what good thing shall I do, that I may have eternal life?" Christ admonished him to conform his behaviors to the tenets embodied in the Ten Commandments. When the young man replied that he had been doing this since his youth, Christ "upped the ante": "If thou wilt be perfect, go and sell that thou hast, and give to the poor . . . and come and follow me." The young man passed the first test of moral commitment, reflected in the instructions to not steal, to not commit adultery (avoid negative behaviors), to honor his parents, and to love his neighbor (embrace positive behaviors). The Lord knew, however, that these criteria did not provide an unambiguous assessment of the young man's commitment. As the stakes were raised and the choices became clearer, the young man revealed telling information about his priorities by delineating the boundaries of his "irreversible commitments." Through a process of guided discovery this young man learned that motives are clearest when choices are between what is the *right action* and what is *beneficial for the actor*. In the end, he discovered that the Lord's requirements for being accepted as a disciple exceeded his acceptance of discipline.

I have concluded that the primary reason virtue is so highly valued (and so scarce) is that it is associated with a form of deep, unshakable trust that

emanates more from individuals' exemplary character than from their extraordinary competencies. The ability to make complex moral decisions is certainly important, but moral development has more to do with softening the heart than with sharpening the mind. Indeed, it stands to reason that if exemplary character could be rendered into a set of decision-making tools, it would lose its distinctiveness, and, therefore, in the spirit of the Proverbs quote, it would lose much of its value. It is precisely because virtue involves "being" more than "acting" that it is so difficult to find, impossible to "train" in a workshop, and of unestimable worth.

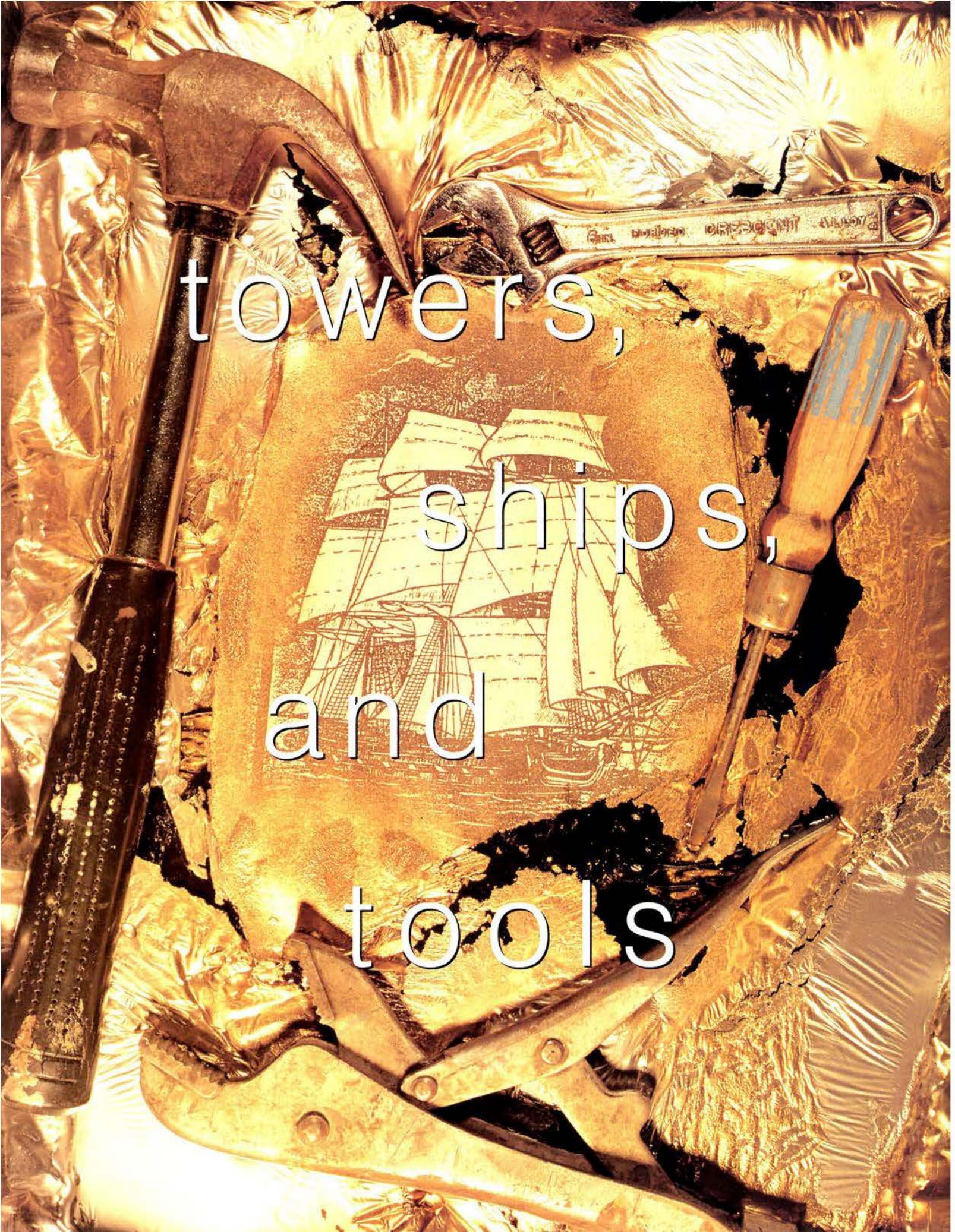
The implications of this discussion of actions versus actors for our expanding understanding of virtue can be summarized as follows:

1. In distinguishing between acceptable behavior and exemplary (or virtuous) behavior, knowledge of actions and their consequences must be combined with knowledge of motives.
2. Credible evidence of exemplary character includes commitments that are public, irrevocable, and volitional. Virtuous individuals hold themselves to higher moral standards than those they demand of others.
3. Morality education that focuses on guidelines for "acting" properly has little chance of producing the qualities of "being" virtuous.

Conclusion

My purposes in writing this article were twofold: (1) to argue that the standard of virtue should play a larger role in our contemporary discourse on ethics and morality, and (2) to suggest some simple tools for clarifying our meaning of this underutilized concept.

The final framework in Figure 1 suggests that our search for virtue must go far beyond the prevailing preoccupation in business with avoiding the consequences of unethical and immoral activities. Virtue can be thought of as exemplary moral behavior that can only be described with the aid of superlative adverbs (and adjectives). In addition, the search for virtue necessarily requires us to look "inside" seemingly exemplary actions and assess the motives, priorities, and intentions of the actor. E

A collage of various tools and a ship illustration on a golden, textured background. The tools include a large hammer on the left, a wrench at the top, a screwdriver on the right, and a pair of pliers at the bottom. In the center, there is a detailed illustration of a multi-masted sailing ship. The text "towers, ships, and tools" is overlaid in a white, serif font.

towers,
ships,
and
tools

Before I begin the major theme of my discussion, may I first build a foundation of agreement on which we may stand together. A basic theme of this foundation is that it's okay for those who love the Lord and have read the Book of Mormon to desire the ability to make money. I wholeheartedly agree with these two statements: "Money doesn't buy happiness" and "Poverty doesn't, either." ■ I vividly recall a dark night during the early days of a business venture when I was faced with the elements of a desperate failure. That night I couldn't sleep, so I went to my study to not disturb my wife. I picked up my scriptures and began to read them, but without much concentration. My mind was deeply involved with the consequences of my failure. Suddenly, something my eyes were seeing came to the attention of my consciousness: ■ "Verily I say, that inasmuch as ye do this, the fulness of the earth is yours, the beasts of the field and the fowls of the air, and that which climbeth upon the trees and walketh upon the earth; ■ "Yea, and the herb and the good things which come of the earth, whether for food or for raiment, or for houses, or for barns, or for orchards, or for gardens, or for vineyards; ■ "Yea, all things which come of the earth, in the season thereof, are made for the benefit and the use of man, both to

please the eye and to gladden the heart; ■
 "Yea, for food and for raiment, for taste and for smell, to strengthen the body and to enliven the soul" (D&C 59:16-19). ■ My mind suddenly focused on these words, and I read again: food, raiment, houses, gardens, vineyards, and a few things "to please the eye and to gladden the heart" and "to enliven the soul." ■ I continued to read: ■ "And it pleaseth God that he hath given all these things unto man; for unto this end were they made to be used, with judgment, not to excess, neither by extortion. ■ "And in nothing doth man offend God, or against none is his wrath kindled, save those who confess not his hand in all things, and obey not his commandments" (D&C 59:20-21). ■ That important night, I learned that God is actually pleased to give these things unto man. There are conditions, but I was very excited to learn that God is pleased to assist in our success. He does not mind our having a few things which "please the eye," "gladden the heart," and "enliven the soul." ■ A second part of the foundation that I wish to build speaks to the very purpose of this organization. Elder Vaughn J. Featherstone shared with me a quotation, which I pass on to you. ■ Lucius Aemilius Paulus, a Roman consul who had been selected to conduct the war with the Macedonians, BC 168, went out from the senate-house into the assembly of the people and addressed them as follows: ■ "Commanders should be counseled, chiefly, by persons of known talent; by those who have made the art of war their particular study, and whose knowledge is derived from experience—from those who are present at the scene of action, embarked in the same ship, are sharers of the danger. If, therefore, anyone thinks himself qualified to give advice respecting the war that I am to conduct, which may prove advantageous to the public, let him not refuse his assistance to the state, but let him come with me to Macedonia. He shall be furnished with a ship, a horse, a tent; even his traveling charges

Photo by John Rees

By Monte J. Brough

*This is an edited version
 of the address delivered by
 Elder Monte J. Brough
 on September 19, 1996,
 at the Marriott School of
 Management's annual
 Entrepreneur Founders
 Conference. Elder Brough
 is a member of the
 presidency of the Seventy of
 The Church of Jesus Christ
 of Latter-day Saints.*

shall be defrayed. But if he thinks this too much trouble, and prefers the repose of a city life to the toils of war, let him not, on land, assume the office of a pilot. The city, in itself, furnishes abundance of topics for conversation; let it confine its passion for talking within its own precincts, and rest assured that we shall pay no attention to any councils but such as shall be framed within our camp." [General Lucius Aemilius Paulus, surnamed Macedonicus, Roman general and patrician, Livy (Titus Livius), *History of Rome*, Vol. 7, Book XLIV, Chapter 22, ca. 229-160 B.C.]

Tonight I would like to share a perspective I believe has to be understood by those who would involve themselves in building a new business or enterprise. I have titled my talk "Towers, Ships, and Tools." We often speak of a medley—a medley of songs or of participants in sports events. This talk may appear to be a medley of thoughts—maybe not too musical or sporting to some—but a medley of thoughts and ideas that have to do with our particular place in the world and our business enterprises.

Towers

First I refer to a wonderful scripture basic to the idea of entrepreneurship:

"For which of you, intending to build a tower, sitteth not down first, and counteth the cost, whether he have sufficient to finish it?"

"Lest haply, after he hath laid the foundation, and is not able to finish it, all that behold it begin to mock him,

"Saying, This man began to build, and was not able to finish" (Luke 14:28-30).

That is really a fun scripture that applies to all who attempt to build a business enterprise or a project of some kind. It requires of us some thought, specifically that we sit down first to count the cost and decide whether we have sufficient to finish it, lest "all that behold it begin to mock."

A common weakness in the field of emerging business has to do with just that. Our stakeholders, investors, financiers—those who are concerned about what we do—sometimes have a feeling that we have not sat down and

counted the costs. We continually discover this loose end or that loose end or this addition or that enhancement. This suggests maybe we didn't quite plan the tower as we should have.

For example, a recent study found that 83 percent of all new businesses in Utah did not survive five years. Some of the great tragedies I have personally observed have come on the heels of a failed business. I have observed broken marriages, damaged families, and even the suicide of a wonderful man as a consequence of business failure.

Entrepreneurship certainly implies a process of turning a dream or a vision into a reality. This process requires a transition from that dream to a set of resources and the viable organization and use of those resources. As General Macedonicus indicated more than two thousand years ago, this transition is never improved by the ever-present



backbench quarterbacks. I think most entrepreneurs would agree that it was much more difficult than they ever imagined at the beginning of their enterprise.

The next scripture gives you the idea that the planning process can be complete. The verse speaks of planning and building a temple.

"And the house, when it was in building, was built of stone made ready before it was brought thither: so that there was neither hammer nor axe nor any tool of iron heard in the house, while it was in building" (1 Kings 6:7).

In order for this almost unbelievable construction to happen, enormous planning must have preceded it. They must have known this building so well—every component, every part of it—that all components were built before they were assembled. It came together without ever having to have the noise of a hammer, an axe, or other tool of iron in the house while it was being built.

We need to know the difference

between dreams and dreamers. We entrepreneurs are trying to build a structure of a slightly different nature. Often it is not clear in many eyes and minds just what it is we are trying to do, but we somehow need to present the idea of the building very clearly. Then we can be certain that when the building is assembled, all the stones and components of the building will be rightly in place.

Ships

"And it came to pass that the Lord spake unto me [Nephi], saying: Thou shalt construct a ship, after the manner which I shall show thee, that I may carry thy people across these waters.

"And I said: Lord, whither shall I go that I may find ore to molten, that I may make tools to construct the ship after the manner which thou hast shown unto me?"

"And it came to pass that the Lord told me whither I should go to find ore, that I might make tools.

"And it came to pass that I, Nephi, did make a bellows wherewith to blow the fire, of the skins of beasts; and after I had made a bellows, that I might have wherewith to blow the fire, I did smite two stones together that I might make fire. . . .

"And it came to pass that I did make tools of the ore which I did molten out of the rock.

"And when my brethren saw that I was about to build a ship, they began to murmur against me, saying: Our brother is a fool, for he thinketh that he can build a ship; yea, and he also thinketh that he can cross these great waters.

"And thus my brethren did complain against me, and were desirous that they might not labor, for they did not believe that I could build a ship; neither would they believe that I was instructed of the Lord" (1 Nephi 17:8-11, 16-18).

I have wondered occasionally why the Lord didn't reveal a Boeing 747 to Nephi. It would have been a dramatic improvement in traveling to the promised land. I think there is an important reason. Nephi did not pray about the development of new and better tools, he prayed only to find the "ore to molten" so that he might build tools with which he was already familiar.

Now, you cannot build a 747 with

axes and hammers and ordinary tools. Yet, for all of Nephi's faith, he did not make tools a subject of his prayer. He prayed for ore, he received the revelations about where to find the ore, but he did not ask for the advanced tools necessary to build a 747. That is a thought for another day.

Here we are discussing the very significant difference between building a ship and building tools. I hope we know the difference.

What is our ship? It surely is more than a single product or a unique service. A product or service can be a tool to provide some measure of customer satisfaction. Today's products and services will be obsolete tomorrow, but our emerging business is much larger and more important. It is the "ship."

Tools

There is much evidence that emerging business leaders are confused as to the difference between ships and tools. Even in the Church we have comprehensive revelation pertaining to the plan of salvation, but almost none about various programs (tools) which help fulfill the mission of the Church. I know some who think the tools of Scouting, genealogy, or even BYU have become the purpose of the Church, when in reality they are only important tools.

It is interesting to me that Nephi's older brothers Laman and Lemuel didn't seem to complain much about the tools. It also appears that the Lord is speaking in terms of revelation of the ship but not necessarily of the tools with which to build the ship. Nephi needed to know where to find the ore with which he could make tools, but you find nothing here about the Lord revealing to him just what the tools ought to be—hammers, chisels, axes, whatever. There is no detail there. There was great detail on what the ship would look like, but almost no detail or discussion on what the tools were and what they would look like. Maybe there is an application there, too, that we might contemplate.

One last scripture. This one is in Isaiah. After we have created the tools, this is the question that Isaiah would ask of us:

"Shall the axe boast itself against him that heweth therewith? or shall the saw magnify itself against him that shaketh it? as if the rod should shake itself against them that lift it up, or as if the staff should lift up itself, as if it were no wood" (Isaiah 10:15).

Isaiah is asking the question that I think ought to be asked of any of us. Are we so focused on the development of a tool, that we ultimately become convinced it is an end in itself?

In 1980, I received a letter that had been written to me 50 years before. We talk about superhighways and technology data paths—50 years for a letter is a record for slowness maybe. This letter had been written in the 1930s by Arthur Welling, the president of the North Central States Mission. It was sealed in a 50-year time box and opened in Minneapolis in 1980. The letter went like this:

"I'm writing to my successor hence in 50 years. As I try to look forward in the 50 years, I think missionary work will be done in a very different fashion. We've just learned a little bit about television. It's a new invention, but I can see that in the future it will have a great impact on the way we do missionary work. And radio and other kinds of technologies that we're just learning about in 1930, I believe in 1980, will drastically change the way that missionary work is done in the Church. As for us, we have to knock on doors and hold cottage meetings and teach discussions and so on."

I can remember reading that letter. It had this effect on me: "Yes, we have all of this technology. Yet here I am as a mission president still teaching my missionaries to knock on doors, teach discussions, and do the things that missionaries were doing a half century ago."

It is possible, isn't it, that we could put the finest teachers in the Church on the television set? We could have them speak to a great audience and give the missionary discussions. How wonderful that would be. People would just flock to the baptismal fonts, wouldn't they?

You and I know it will not work. It simply will not work. Television is not the ship; it is a tool.

But what would happen if that were successful? What if President Thomas S. Monson could get on TV and as a consequence people would join the

Church? What would happen to these 50,000 young people, and some not so young, scattered all over the earth, who are growing and developing and progressing and receiving a tutoring from their Heavenly Father that could come in no other way?

Most of you who have served missions know of what I speak. It simply would not be possible to build a church on the earth with the strength and the foundation that it now has if technology won that battle. I have three children with me this evening for whom I have the greatest hope. Many of you have sons or daughters out in the mission field. Would you prefer that somehow a great teacher could stand in front of the television camera and accomplish the mission of the Church? Missions then wouldn't interfere with your child's life. He could keep going to the university and so on. Would any of us prefer that? Absolutely, categorically not. That isn't the ship. It could be a most magnificent tool, but it might miss the purpose of individual salvation.

Summary

Our Eternal Father has stated the nature of his ship: "To bring to pass the immortality and eternal life of man" (Moses 1:39). He has also given us this significant, wonderful addition: "Men are, that they might have joy" (2 Nephi 2:25).

So, what have we discussed about tools? Have we said that they are unimportant at all? Have we suggested that we shouldn't have deep feelings about what we are doing in terms of the creation and the development of tools? I hope you haven't heard that. We have simply agreed to clearly understand their place in the overall establishment of our complete set of priorities.

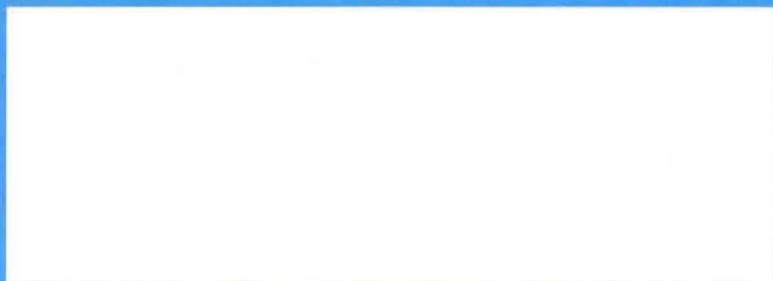
I mentioned earlier that I was going to present a medley of ideas and thoughts that might ultimately come together at the end with something meaningful for you to take with you. Perhaps this medley has provided more questions than answers. The entrepreneurial process is very complex and challenging. It requires deep processes of planning, an inspired design or vision, the intense gathering of appropriate resources, and a management approach that incorporates all of the above. E



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MARRIOTT SCHOOL GUEST SPEAKERS

Ronald H. Brown, U.S. Secretary of Commerce,
February. 4, 1994:

The thing that I am most encouraged about is a new spirit of hope and optimism in America. I grew up having been taught that if you don't believe in yourself, you can't convince anybody else to believe in you. I think that there was a growing sense of cynicism in America and too much hopelessness, as if these problems were just too big for us to confront. I happen to believe that that is changing and that spirit of cynicism is turning into a spirit of hope and optimism, a feeling that the future in fact is going to be brighter than the past.

That's what we as Americans have always been used to. We've never confronted a period where we were not hopeful about the future, and that's what has made us the great country that we are. I believe that if we find ways to work together as a team, to understand our common interests, to do what is in the interest of all the people of our country, . . . working together we can in fact make our country all it can be and assure a bright future for every single citizen of the United States of America.

John Martin, president and CEO, Taco Bell,
November. 11, 1994:

I think we've been able to rekindle a spirit of entrepreneurship within our business at virtually every level. When we first started on our values initiatives in the '80s, I used to think that I was the lone, crazy guy coming up with different ideas about serving customers. Today that's absolutely not the case, because innovation really is coming forward from inside the Taco Bell organization. It's occurring from the middle out, not from the top down. This form of ownership is evident all across our company, where people are taking on much greater roles and responsibility for growing our business.

This is an era where all you hear about is constant downsizing and laying off people to save money. Instead, we've been trying to broaden our organization, to give people more responsibility to make money for all of us, because if we're going to grow to this \$20 billion system and ultimately have 200,000 points of access, we can't do business the way we did when we had 4,000 restaurants. We have to have empowered people who really care.