FOR IMMEDIATE RELEASE:
To: **Corporate VP/Sales**

For more information:
Richard Cavalier, author
310/671-7262

TEAMWORK WILL HAPPEN...IF...

"Teamwork is the Holy Grail of sales and marketing efforts. . .and for line employees. . .but (despite claims), like the Holy Grail, no one knows exactly where to find it. . .if it really exists!"

According to author/consultant Richard Cavalier, teamwork does exist but cannot be sought directly and cannot be commanded or exhorted. "Teamwork occurs when each person of the incipient team understands his assigned task perfectly; knows how to do it competently and does it; and also admits that he/she alone can't do the entire job."

Nor can you demand teamwork, even if it is the cliché theme in too many sales-related programs and films. "The problem is that producers of these programs and films don't know where to find teamwork, either; and the free-lance writers whom producers employ rarely have corporate training skills . . .and so, most lean on the teamwork cliché. It's safe—for them."

Given genuine mutual concern for incipient teammates, Cavalier states, then synergism can take over. "Teamwork is an accumulation and accretion of smaller successes in task/job competence," says Cavalier. "Task/job competence can be taught, but not bought, packaged!"

Strange ideas? Cavalier helped to create the convention-consulting function (in 1960!) and wrote the meetings/conventions field's first how-to book for Meeting Managers, *Achieving Objectives in Meetings,* 1973. *AOM* was expanded into Dow Jones-Irwin's *Sales Meetings That Work,* in 1983; updated 2002. He became the first *hands-on authority* to write in that field. His regular columns set standards in two business (not industry) magazines in the mid-1970s. He also wrote meetings-related content for *Business Week* magazine's *only* two *Business & Conferences* special issues—"only" because the travel industry wouldn't support editors that they couldn't control.

Further, Cavalier believes that industry publications ('60s-'80s; no web, yet) were far more committed to their advertisers than to their readers; and so anything-advertised was deemed to be good for reader programs. Problems ensued, but few readers understood that they were not alone in being stuck with failed programming pieces. Whereas Marshall McLuhan had assured a gullible public (on behalf of his client, the TV-industry) that "The medium is the message," Cavalier argued then, "The message is the message." Not a popular theme with venal editors! Contrary opinions by *unskilled* writers proliferated.

Oh, yes: Harold Geneen (once of ITT) wrote *The Myth of Synergy.* It's not a myth—but he was really criticizing the managerial fad, not the phenomenon, which (like teamwork) cannot be sought directly. No synergy? Is mutual concern genuine or just a-slap-on-the-back-and-a-beer?

During the last ten years, because of the numerous failures with empty computer-based meetings and distance learning programs, the meetings industry has been backtracking. *Training* magazine has been recording that backtrack; and Cavalier has been cataloging its articles. For citations, see his website: **www.meetingsCavalier.com.** At the home page, click on "Book titles" and then click the "Final Thoughts" segment, found under the book *Common Sense ISD*. Compare to his 1970s articles under the *AOM* button. Whether or not you read/use any of the individual how-to books, he says, "Final Thoughts" will let you comprehend industry problems and will suggest ways by which you can regain control.

And then, according to Cavalier, you will have a fighting chance to construct program agendas and contents that have a valid chance to communicate, train. . .and build teams!   © 2007 Richard Cavalier

FOR IMMEDIATE RELEASE:

To: Corporate VP/Sales

For more information:
Richard Cavalier, consultant/author
310/671-7262

Incompetent Customer Meetings Threaten Video Conferencing

Have you ever heard any manager or executive admit, "My meeting was poorly planned" ?
Everyone knows that his/her own meetings are great, but The Other Guy (TOG) holds meetings that nobody should have to sit through. Well, almost everyone is TOG for somebody else!

No, this is not a lecture that's aimed at you. This is a heads-up because poorly-planned or simply incompetent customer meetings threaten the viability of the entire concept of meetings held on any video conferencing (VC) system, no matter how good. Even cheap, web-based communications can be blamed, if necessary. And so it's still only TOGs for whom their failed meetings are their own fault.

Reason: When meetings fail to achieve their objectives, most meeting-callers look for a scape-goat. Then you'll hear that the slides were not proper or the hotel was uncooperative or some speakers were unprepared or. . . .Well, there's no limit to excuses. It simply wasn't the meeting-caller's own fault.

Your problem: While video conferencing is relatively new at any customer location, VC is as handy a scapegoat as is anything else. The unhappy prospect for the VC industry is that VC could be found to be "no better than the central hotel meetings." That's too late to be a distant early warning sign.

Your solution: Help your clients to understand that their meetings' success lies in competent meeting planning: an intelligent message couched in language and tools that the participants can and will understand and implement. The meetings/conventions industry's very first how-to text that dealt with control of message was the book *Achieving Objectives in Meetings* (1973). In1983, much-expanded (all original guides and forms), *AOM* became Dow Jones-Irwin's *Sales Meetings That Work*. Updated in '02.

Both books named were the result of hands-on experience by this author, who was a member of the company that created the convention consulting function (in 1960). The opinions of both books were argued by opinionated writers (not meetings-experts) who just happened to believe that advertised items and potions and incantations were superior to know-how and fail-safe planning. Old-but-proved methods and theories still work: the human brain hasn't changed much in the last few thousand years! Claims have.

SMTW recommended video-conferencing in '83, when VC was based on still frames refreshed at intervals. Even that rudimentary form was superior to central meetings that a) cost more than regional or local meetings; b) might survive travel, which was easy then and horrendous now; c) courted the unlikely cooperation of the hotel in every instance over multiple days; and d) depended on purchased gew-gaws to provide power and conviction to generalities. Get the message? For decades, the meetings/conventions-supplier industry has survived on the repetition of falsehoods and groundless slogans. It's vulnerable *IF* the VC industry challenges the convention industry and press at its weak points: validity and credibility.

In the last few years, there has been much back-tracking in meetings industry theory because *Training* magazine has given the lie to favored (unproved) theories of the advertising-driven meetings/ conventions press. For chapter-and-verse, see the website **www.meetingsCavalier.com.** Most such topics were treated honestly in Cavalier's two magazine columns, three decades ago. At the home page, click on "Book titles;" then be sure to select the "Final Thoughts" segment, at the large asterisk. If "Final Thoughts" doesn't convince you of the dangers in ignoring customers' meeting content, nothing will.

On the other hand, if your sales force could use a boost in conviction value, then let them and their customers and prospects be guided by the how-to information in *SMTW*. . .and even the two other meetings/training books listed there. That won't cost you more than the price of a few books. Then, if you choose to build on that advantage, Cavalier can present how-to programs directly to your own prime customers and prospects. No, not dozens of presentations. . .Cavalier is 74 and long retired. Just a few good, solid VC programs that will protect customer meetings, the VC concept, and your own entry!

If you read the web material and still have questions, write on company letterhead to Cavalier at **Meetings/Cavalier, 3699 Wilshire Blvd #850; Los Angeles, CA 90010.** You'll get his help.   ###

For more information:
Richard Cavalier, author
310/671-7262

YOU'RE READY FOR A PERFECT PROGRAM–MAYBE

Because you've checked that "perfect" paper plan multiple times, you believe that this time you're set for the perfect sales or other training meeting–right?

Think again!

A perfect meeting is gained not from the paper plan but from fail-safe planning. That requires a workable Plan B for every must-have item on your agenda! And the agenda itself must provide all the essentials for both conceptual learning and practice. . .including an intelligent and do-able message.

No, your planning is not necessarily faulty. Accidents happen to programs, too. And unless you are already prepared to deal with any mishap, you could face disaster on that day or with that program. As my book *Achieving Objectives in Meetings* stated in 1973, "You can plan for sun at a picnic without affecting the weather." Nearly 35 years have passed, but the meetings/training/conventions industry press won't admit that more than advertised gewgaws and fun are needed for proper program planning.

After publishing for decades on the strength of the attitudes "If it's advertised, it's good for your meetings" and "It's gotta be face-to-face," the industry has been forced to confront its own errors: The purchase of computerized distance learning equipment (a delivery mechanism) has led to many failures among purchasers who expected the fact of purchase to substitute for something intelligent to teach.

The industry has been forced to backtrack in recent years, and *Training* Magazine has been tracking the backtracking. . .in a series of articles on failure-prone conventional wisdoms. . .that this writer reviews on his website. Check **www.meetingsCavalier.com;** at the home page, click on "Titles" and then on "Final Thoughts," at the asterisk. There, in a dozen screens, you'll get a thumbnail comment on 6-8 significant challenges to recent methodology, that are no longer supportable by thinking managers.

Much or most of the backtracking regards understandings that were published decades ago but are still workable because they were based on actual experience, not fluffy opinions that support ads.

For instance, from the "Tips" sidebar in *Training* Magazine for June, 07; page 50: Of four tips given, two are "new-like" statements of old learning, breathlessly presented:

1) "Widespread use of subject matter experts. . ." The US Military's Instructional Systems Development process identified subject matter experts as indispensable–about four decades ago. ISD will not let you construct a single program without input from experts. How much more "widespread" can that be? Fads have changed over time; the human brain hasn't changed much in thousands of years.

2) "Technical based performance-support on demand." You'll find one related story printed in my book *Managing Through Training*, (2002). In brief, one of my consulting client's repair-electronics engineers requested to take the repairman's course on trouble-shooting because "I know where the signal goes; I don't know what the signal does." A dozen years ago, he knew that the engineering bias ("This is what the machine does") doesn't impress customers when things go wrong ("This is what the machine should be doing for me but doesn't do correctly now.") Originally, when the repairmen called in for help, the repair-electronics engineers didn't have answers–only the schematic. Now they know function, too!

The other two items in the sidebar are related to current-day distance learning, which *is* new. The totally-new technical aspect is that the supposed learner can turn off the boring program. In the past, they needed to sleep through the program. Isn't that a super-significant difference? Computer/slides–same pix.

In short, you still need a complete program (cognitive and practical); and that program must engross the learners, not entertain them. He and she are most interested in themselves–and how this program will affect their lives–and even their jobs. That insight is old knowledge that isn't going to change just because the current fads have changed in support of the changing advertising.

So, if you'd like to examine some old-but-proved methods and systems that will help you to construct more-workable programs, check the website stated: *Sales Meetings That Work* is the Dow-Jones Irwin 1983 update of the field's first (1973) how-to book, *Achieving Objectives in Meetings;* based on a dozen seasons of hands-on-experience. *Common Sense ISD* is the military's system in English.Other department heads will give you more help if they read *Managing Through Training* first. Make sense?

###

FOR IMMEDIATE RELEASE:

To: Corporate HR Director

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Trends toward making the training circuit more aware of the *business* needs of training (rather than the *programming* needs) is gaining ground. Finally! But now, as published (August 07) by *Inc.* magazine, *fun* is supposedly a "core value," although research has shown for decades that *dissatisfaction with supervision* needs real attention! What's happening? Probably, just spin from advertisers, as editors have printed for decades. Ads sell *fun* things (like razzle-dazzle visual effects or balloons and paper hats, and– you get the idea. Not necessarily business-related fun: Who can sell you *your fun* business needs?

Social responsibility/corporate responsibility has flared and subsided as a hot topic on the training circuit–possibly with political overtones. Overdue again, perhaps, but welcome, always.

There's a disconnect between what's easily sold and what's needed for proper communications.

Are you really looking forward to delivering all the lectures that might be needed to get your various Managers and Department Heads to cooperate with what you already understand to be necessary skills? If not, you might welcome the help of the book *Managing Through Training: A Common Sense Guide for Non-Trainer Managers, (MTT). MTT* covers both of those issues plus business ethics while helping non-trainer managers to understand what the training obligation is in relation to *business* needs. *MTT* deals in practical examples and proved methodology, not simply blue-sky ideas.

Consider *MTT* to be an Introduction to Formal Training for non-trainers. If those managers can create (or give a running start to) valid programs, that alone will both save money and also help to eliminate the bottlenecks that the Training Department might recognize as a demand for too many ill-considered programming demands for the given staff, budget, and/or calendar–or all of the above.

No, *MTT* itself is not a trainer's rule book. . .rather, it is designed as a familiarization guide for the Instructional Systems Development process, along the lines developed in various versions by the US military. *MTT's* companion book *Common Sense ISD* delivers a "business translation" of specific skills that managers need in order to create competent programs that actually achieve stated objectives. With such grounding, any manager can prepare documents that can actually assist the company TD.

Together, three books (including an update of Dow Jones-Irwin's *Sales Meetings That Work,* by this author, 1983) bracket the group communications function. It's melded in company usage but is fragmented into magazine ad-target areas (such as meetings & conventions [not allied], training, or A/V).

You probably know that *Training* Magazine challenged ISD in its April/00 issue but was forced to recant that opposition in its Feb/02 issue because of a storm of protest from competent reader/users of the ISD process. Conspicuously do-it-yourself in concept, ISD offends advertisers–and so magazines help to lead readers astray, possibly unintentionally. But if so, that speaks against editorial competence.

A short-form recitation of industry backtracking appears on this author's book-promo website; **www.meetingsCavalier.com.** At the home page, click on "Book Titles"; then read the chapter-and-verse references to backtracking under "Final Thoughts," at the asterisk. The how-to-avoid articles regarding most of these same items appeared in the mid-70s (see the "Recognition/Industry" buttons and then "AOM & Early Mag Articles." Proved *caveats?* "Recognition/Industry" and *FirstTake* mag (p14, of 47).

To read contrarian (but workable and provable) viewpoints and excerpts from all three of Cavalier's available books on group communications, just click on related phrases beside the selected books' covers. To order copies of the books, click on the purchase links beside the titles.

If you have questions or maybe want a seminar on these topics, just write on letterhead, as above.

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To: Editor/Director, Human Resources

"Huge cost-savings on central sales meetings are possible now because of the advent of two-way/full-motion Video Conferencing (VC)," says Richard Cavalier, author of three new or newly-updated how-to business books that bracket the group communications field.

The problem for corporate Meeting Managers is that meetings industry publications are reluctant to publicize new technologies such as VC that can decimate the magazine's advertising base. The upshot, according to Cavalier, is that tradition lags; so user companies are over-spending and under-performing via their association-endorsed, internal group-communications methods. His three books offer answers to problems commonly met and provide and explain his original methodologies already used in the trade.

The first of the three books is *Sales Meetings That Work*, a new update of the 1983 hard-cover book from Dow Jones-Irwin. *SMTW* details proper construct of message-protecting meetings that are competent both in content and production. New material includes an overview of VC. Cavalier created the many how-to forms and Profiles commonly used throughout the meetings/conventions industry.

Second, *Managing Through Training* concentrates on the rationales of do-it-yourself training for *non*-trainer managers of any size company. "'Imitate me' has been the way of the world's training since the caveman. Internal expertise should not be discounted, even if unrecognized now," says Cavalier. And Professor David M. Merrill now cautions against expecting the computer to do the training automatically; see his ~~www.co.usu.edu/it/id2/reclaim.html~~ *Site discontinued. See "Support" button.*

Third, *Common Sense ISD*, the companion book to *MTT*, provides the step by step methodology common to the military's Instructional System Development system. "Do-it-yourself is not a popular concept with advertisers," says Cavalier. "Criticism of ISD in a training industry publication several years ago was retracted by that offending publication because of user/reader protest. ISD works. Provably!"

These three books together add up to a unique understanding of group communications problems in an industry whose "publications split these group functions into discreet segments so as to create target-populations for advertisers. But companies have broad, general communications problems that don't recognize neat advertising boundaries," cautions Cavalier who wrote authoritative columns for five years for Crain's *A&SP* and later Bill Brothers' *Sales & Marketing Management* magazines. The industry runs on his methodology, but advertisers and publishers reject his unprofitable ideas.

To read excerpts from all three books, see: www.meetingsCavalier.com. To place an order, see: www.1stBooks.com or your bookseller. ###

Ed Note: Cavalier chaired the world's first incentive travel conference, sponsored by NYU's School of Continuing Education and won the MPI (Meeting Planners International) Tony Award for the best presentation of their 10th anniversary convention.

Richard Cavalier

310/671-7262

To: Human Resources Director/Coordinator

Are you aware that the enormous potential of *two-way/full-motion video conferencing* can give all of your managers greater control over the achievement and fact of company group-contacts–as well as huge budget savings? That should especially interest the company's National Sales Manager.

Are you aware that the travel and hotel industry is using the unproved (and likely disproved) mantra, "It's gotta-be face-to-face" to dissuade corporations from trying video conferencing for meetings?

Are you aware that the video conferencing industry is becoming too successful at relegating itself and video conferencing (VD) to colleges-plus-corporate-giant-training. . .or to grandma-and-the-kids on $50 cameras? Suppliers understand technical magic but not corporate communications needs.

Are you aware that program producers will likely charge your company about **$1,000 per program hour**, although you can buy do-it-yourself VC equipment for about **$5,000 per site?** That the first six connected sites are two-way/full-motion; and any number of users world-wide can tune in but speak by phone? That most companies have fewer than six regional offices. . .and does your company?

Are you aware that the meetings/conventions industry magazines have embargoed favorable information regarding VC because their key advertisers (airlines and hotels) can't brook the competition? However, they do print articles by persons with travel backgrounds who don't recognize VC's advantages. Moreover, such general business magazines as *Inc, Business Week,* and *USNews&WR* are discussing the stock woes of the broadband providers without mentioning that financial woes of Wall Street do not affect the technical capability. Broadband is essential to VC; but simple DSL is adequate, and cable companies and all satellite companies can give you that VC-enabling service at $50-$100 per month per site.

Are you aware that a full discussion of message-protecting methodology and a state-of-the-art discussion of VC are both included in *Sales Meetings That Work,* by Richard Cavalier (a Dow Jones-Irwin hardcover book of 1983, now available in expanded, updated 3rd edition? That same book contains a full chapter regarding the author's recommendations for legal protections against the hotel and meeting-site boiler-plate. But a reprint by the meetings/conventions industry's first and largest surviving user-member organization **CENSORED** that protective text **(without permission)** when "reprinting" my Chapter 18 in their First Professional Handbook. Read the original Chapter 18 free on **www.meetingsCavalier.com.**

Are you aware that, whether or not the industry tries to ignore his opinions, Cavalier helped to create the convention-consulting function beginning in 1960, and that most of the current meetings-control methodology in use by the industry today is his or a variation of his? Or that Cavalier introduced these message-protection ideas in his 5 years of regular columns ((1970-75) for Crain's *A&SP* and later Bill Brothers' *Sales & Marketing Management* magazines? Or that he wrote the first two (and only) special ad issues re: meetings for Business Week, which was not supported by the travel industry. A more recent special-interest issue re: video conferencing by a different writer was also not supported by the travel industry. Yet the *BW* mailing list is so prized that the travel industry still buys that list. . .and ads.

Are you aware that the press in general claims that there's a wall between its advertising and editorial functions? Do you believe that? If so, would you like to buy a bridge that's in great condition? And if you like what you see on **www.meetingsCavalier.com,** you can buy *SMTW* (plus two other books on the training function) from **www.1stBooks.com.** Your sales force and clients can use that know-how.

And feel free to phone/fax (on letterhead or with call-back ID) if you have legitimate general-interest questions. If you have specific corporate-needs questions, I can consult (as I have for many major corporations and associations)–but I'm retired (it says in fine print). Just ask. Please! I helped to create the function we're talking about, and I don't like the direction in which it's been taken. So maybe I can help you to help your managers and supervisors to do a better employee-communications job at far lower cost.

Cordially

Richard Cavalier
310/671-7262

See article on "Recognition" Industry "buttons"

TO: VP/Finance (Corporate)

Can you take time to read the enclosed article from the December issue of *US Industry Today?* It breaks what I consider to be the wall of silence surrounding the Video Conferencing (VC) issue. **VC** is a salvation for harried convention managers, most of whom aren't yet aware.

Why the wall of silence? Because the travel industry's ads and exhibits contribute the lion's share of revenue to the meetings/conventions industry's major associations and most (if not all) of their publications. Neither will the mass-media business mags give up that revenue. Those groups, themselves, will benefit if travel (site-dependency) continues to dominate the meetings/conventions field and control its information (or abundant disinformation, like stories about necessary-broadband financial woes--which don't affect the performance of third party equipment). They don't seem to care what that might do to blast member/reader company budgets or fudge the lines of company communications. They *sell* ads and probably *give* copies.

How do I know all this? I helped to create the convention consulting function (and the now-standard industry message-control mechanisms) way back in 1960 at United Attractions, Inc, of Chicago. . .for some first echelon associations and corporations. . .and I've had my hand in the mix ever since, including five years of columns for, first, Crain's *A&SP* and, later, Bill Brothers' *Sales & Marketing Management* magazines. United and *A&SP* have disappeared in the ensuing four decades, and *S&MM* has a sister publication in the meetings/conventions field. *New publisher in '07*

What's at stake for you? Only about two-thirds of your total company travel budget, according to American Express. Could you better spend that money elsewhere? You bet. Like partly on **VC**/ broadband equipment and connections, partly on new and far more responsive group-programming, and partly on bottom line. Business travel is not a joy, these days.

Those VC benefits are waiting for you--and have been waiting for many years. Now two-way/full motion. Details in a new updated/expansion of my 1983 Dow Jones-Irwin hardcover book, *Sales Meetings That Work.* I promoted early-VC at that time--because of its cost- and time-saving features, even in its then-rudimentary state. Jerky still-frames and over-blown pricing handicapped it then. For excerpts, see www.meetingsCavalier.com; to buy, see www.1stBooks.com. Several related business books together bracket the group communications function. GC includes the much- fragmented target advertising markets called meetings, conventions, sales meetings, training, visual communications, etc. Those distinctions serve only the advertisers and grateful publishers, because in my opinion, company communication needs all run together.

Want to update your corporation's viewpoints? Check out those books.
Want to talk? Just call. I'll be pleased and honored to help.

Cordially,

Dick Cavalier

FOR IMMEDIATE RELEASE:

TO: ASSOCIATION's CEO

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More Help for Members–Ties That Bind

No secret: Associations and their member companies and *their* delegates probably have different objectives both during the convention week and throughout the year.

That can hurt. While the Association is hoping to report on its activities and successes in a legally-mandated election meeting, too many of those member-delegates who attend are interested in enjoying a tax-deductible vacation in a *who cares?* atmosphere. Information disconnect.

By contrast, any member company's meetings are communications-intended–also with potential disconnects. In fact, unintended-disconnects are probably easier to create than are the solid-connects.

Confusing. Depend on research findings that have been largely ignored by an advertising-driven meetings industry: the findings challenge and embarrass industry slogans. Benefits for knowing parties.

Probably one of the most common (and already-used) ways by which to tie member companies to the Association is to conduct seminars at the Association headquarters. But seminars usually require attendees to spend additional time away from the company, at additional expense–and often without their reporting back to their companies in actionable ways. Not necessarily a good business investment.

Workable option: Have you considered converting more of your company-usable information to carry-away programs that can be *conducted* at the member company by either its designated association delegate or his/her colleagues? That penetrates the member company with their greater awareness of your Association and its available and potential services. Constructive helps are out there: ISD–plus!

Example: The *Practical Word Power* book and course described on the business books website: **www.meetingsCavalier.com.** At the home page, click on "Titles" and then on *"PWP."* In short, this volunteer tutors' workbook provides verbatim script so that not only is the foreign-born ESL learner taught to use dictionary codes in pronunciation and new-vocabulary development–but the volunteer tutor is also taught how to tutor that course. That's a brief, double training job–completed simultaneously! Your members can use *PWP* if they employ language-handicapped people. . .but your Association can also benefit by applying that how-to delivery method in your own down-the-info-chain concept, via *ISD*.

Lots of practical helps from Richard Cavalier, who began his lifetime career in the group com-munications field when helping to provide (the originating) convention-consulting and first business-communications service to two of the association field's best known (at that time) organizations, the Linen Supply Association of America (now, changed name) and the Steel Service Center Institute. . .both in 1960. More since. His three meetings books are based on that group-communications experience. Back then, good times were a major motivation at some other associations. Times have changed; needs have grown, not diminished. Getting useful information to needed places is probably *the* related problem.

For instance, about a year ago, Cavalier sent the attached letter to your office–whether or not you saw it. It's being sent again because the person who took it from the fax machine then might not have recognized it as a member service when it first arrived. The "team" argument is also an example of how seemingly simple concepts can provide a major service to your members. Just pass it along in your news.

Do you want to take it from here? Or might you ask Cavalier to address your members at a new seminar or up-coming convention? As his website shows, this person has know-how that's rare–and (at one time, often) falsely argued and denigrated by give-away magazines in the field. But check the "Final Thoughts" segment on the web "Titles" page.You can read a serious recounting of industry back-tracking that's appeared in *Training* magazine over the past few years. Most retracted topics were previously presented by columns published by Cavalier in the 1970s in two business magazines (see *"AOM*/Early Mag Articles"& "Industry Recognition" buttons). Plus *Business Week.* That's proof! That's conviction!

Do these suggestions work for you?

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9

FOR IMMEDIATE RELEASE
(approx 425 words)
To: Business Meetings Editor

For more information:
Richard Cavalier, author
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With tighter corporate budgets and increasing reluctance among personnel to fly since 9/11, savvy business executives are looking to two-way, full-motion Video Conferencing to help to solve their company's central sales meeting and other group communications problems, such as training. Video Conferencing no longer means yesterday's jerky, still-frame sequences.

Today's newest equipment permits each company to interconnect with, and talk/view with, the first six connections. . .and then to connect these six with any number of receiver-units around the world, which can tune-in–but participate via telephone. Because most companies have a half-dozen or fewer regional offices, that penetration is valid. Salespersons assigned outside the six regional locales can still tune-in remotely, if necessary, with no travel required.

Video Conferencing software that does such tricks costs about $5,000 per (entire) linked site (plus necessary broadband "air time," ala phone calls); whereas similar capability obtained through producers is often billed upwards from $1,000 per hour of air time. Because most central business meetings last for much of a day or longer, the direct dollar cost-savings can be enormous. Moreover, there can be additional savings from imputed costs of the *central* bash.

For instance, central sales meetings are notorious for jamming so much information into the few meeting-hours or -days that the sales force is often confused more than helped. Then, most entertainment costs are the result of having battalions of bored salespersons on hand at the end of the meeting-day(s); such costs are eliminated if the central meeting is eliminated. Charming incidentals that don't inform or educate (such as meeting site inspections, *un*available first-choice sites, lost shipments and baggage, travel glitches, hyper VIPs, menu choices and costs, and all entertainment details) can be eliminated through Video Conferencing.

Finally, and most important, salespersons can be reached at or nearer their actual offices; that means fewer days out-of-office, which are "unproductive" re: current sales revenue and tasks. Employees of large firms who are reached at their offices can be approached more often for shorter periods of time–and that should translate into increased attention to each smaller unit of information that's transferred. For small and mid-size firms, such flexibility means that "branch offices" can gain virtually "live" contact instantly, anywhere, with any associate.

For additional rationales, plus the world's first complete how-to methodology re: total meeting planning and control, see Cavalier's *Sales Meetings That Work*, a 1983 Dow Jones-Irwin hardcover, now available in 3rd edition from www.1stBooks.com. Extended excerpts from Cavalier's related training books can be read free on www.meetingsCavalier.com.

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Note:
    Personally-owned equipment is disappearing, favoring middle-men, because potential buyers were dissuaded by vested interests, including the press. (Jan'08 posting of early 2000s text.)

Richard Cavalier
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December 19, 2002

To: Editors of Paid-Circulation Magazines:

That *Dirty Little Secret* of the controlled-circulation magazines is coming out: Two-way/full-motion Video Conferencing (VC) can save enormous percentages of the individual companies' travel budgets for central meetings. But that cost-saving capability threatens the anticipated revenues from the travel industry and others, largely hotels and airlines.

As you can see from the enclosed news release and recent published article, the general magazine industry silence (in behalf of their advertisers) is now ending. Readers will be able to ask the paid-circulation magazines why they are blindly following the controlled-circulation magazines in stonewalling this VC issue. What will you tell them?

The successes of a number of corporations (beginning with Ford Motors, decades ago) have been ignored. But the successes of supposed "facets" such as training and other schooling make the point. They are already old news items –that your magazine has possibly not covered to an adequate degree: Consider that this country was run by a VC-linked Federal Government Cabinet in hiding soon after 9/11. VC "meetings" can run a nation but not a company? Airline problems? Due more to mismanagement and ego-marketing than to reduced travel since 9/11.

The cost of the VC owned-equipment is only $5,000 per linked site, plus air time at phone-call rates; DSL minimum capability. Any number of sites can be linked, and groups at any six sites can be linked in any meeting with the two-way/full-motion feature; any number of sites world wide can tune in the narrow-cast but speak by telephone. This compares with a standard quote of about $1,000 per air-hour for linkage through VC production companies. And according to American Express, about 2/3 of the travel budget is spent on central-meetings and related. It's obvious that one day's meeting can pay for capability that's useful for the life of the equipment.

You can see the problem for readers and their companies if this stonewalling continues. You can see the revenue problem for the controlled-circulation advertising rags. You can see the problem for your publication if your readers begin to wonder why *you're* stonewalling! That industry-wide stonewalling is becoming increasingly more difficult to justify–why do it?

Your staff writers should be able to shovel out the mud that surrounds this issue. And if you or they have questions, I'll try to answer them. After more than forty years in and around the meetings industry (having created many of the industry's standard control procedures), I can write you an article if you care to discuss the approach in advance. Just call. . . .

Cordially,

Encl: Release & article

See note on previous article

Note: The following five items were prepared as a blog for a university website for project management, for publication in 2010. They appear in slightly edited form. Why? Well, Cavalier slaughters the meetings-industry's sacred cows, and the university would rather not be splashed. But the material is true and usable! Material that follows the blogs presents press releases that were sent at various times during much of the decade now ending. Use whatever is still useful to you.

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"Hit-or-Miss Meetings Needn't Be"

TAG: "Communications options you didn't know you had"

Even though technology is the life-blood of Silicon Valley, technology is not The Answer to newly-admitted failures in business meetings.

Squeamish when preparing new meetings? Already a victim of the technology fad? If your company manufactures for the meetings market, does it push buckets-of-bolts or values of buckets/bolts to users?

Get rationales for that no-Answer joy plus other eye-openers in this week's blogs:
  --Backgrounding that overcomes today's meetings shortcomings--today.
  --PERT & communication keys--tomorrow's take-away.
  --No: everybody can't create competent meetings--it ain't automatic.
  --Employees want to cooperate, if management makes it possible.
  --Teamwork is task-dependent, not exhortation-prone.
  --Useful audio/visuals demand more than pretty pictures.
  --Hotels and airlines--maybe; depending on message.
  --Good health care coverage is closer than you think.

Does it matter? We all know The Other Guy conducts lousy business meetings. Are you secretly The Other Guy?

Balance of problem: creating competent meetings that achieve their objectives is complex. Meeting-callers must observe and honor applicable research and field-findings in education and group communication. Only when working with research or otherwise-proved methodology can meetings-callers conduct meetings that have a right to succeed!

Recommended ideas and methods have been developed and perfected with groups of all sizes, from small-groups (psychology: 5-7) to school-room-30 size to hundreds to thousands. They work! They're argued.

If our techniques are complex and argued, can all topics be reduced to blogs? No.

Does anyone or any location have all the answers? No. Can you master the required techniques? Sure. Specific information will take short form when possible. Complex topics will get referrals. Then consult with your trusted advisors and/or refer to our books. Our objective: to help you to deal with reality and research, not claims, unfounded opinions, and guesswork.

Tips and tricks do contribute to 'better meetings.' 'Better' is not necessarily 'competent.' Tips are cut-and-paste. Most work but won't enrich your overall know-how and capabilities. It's wiser (no matter at what level you

need to address and work with people) to learn underlying concepts and caveats. That yields control--forever!

This blog accords with an old adage: "Give a man a fish; he'll eat for a day. Teach a man to fish; he'll eat for a lifetime."

Accept the adage? Get comprehensive back-up articles and citations on our book-promo website, below. Don't work at lowest common denominators. Our blog-writing expects you'll check recommended material before panicking. Confidence comes after reading.

Best start: understand today's unsettled circumstances--both that a) you've been misled by some opinion articles; and b) there are no easy answers to brighten your digging.

Goal: Improve your own and your company's overall competence in Meetings Management. . .and management control of all materials prepared for in-house use, customers, and sponsored sessions for outside interests.

Critical differences: Meetings Management deals with the communications aspect of the meetings--the message, its practice, and protection. Meeting-planning has received most industry-press attention but concerns itself essentially with logistics and other advertised elements. Different disciplines.

Logistics are important if/when needed but are always of less import than message. Perfectly-produced meetings can fail to communicate messages--the reason they were called. That's a 'failed meeting.' Politically correct? 'Disappointing.'

Take care when considering industry blandishments. Except knowhow, nothing can solve every meeting problem, no matter how much you pay! Knowhow's inexpensive but requires work. People take on extra work only when dissatisfied with current circumstances. . .our task today with you.

Need: editor/user-education about clinical research and US military findings from WWII. Most exists in palatable form but is rarely seen in business magazines.

Publishers are at root of commercialized meetings-problems. . .and could present solutions: education. If your organization places advertising, you and your ad agency can begin to influence publishers.

Call your favorite editors. Demand useful meetings information based on research and provable field-findings, not advertising claims and sycophantic articles. Ditto for approaching the industry's associations.

Much applicable research reported by related professionals was reported in their professional journals and books (see our 'Granddaddy' article's bibliography, in 1970; our web). Those books/journals are not general reading for meetings-callers--but should be?

If your company sells to the meetings field, develop new ads and demonstrations that honor the field's research. Ask customers what they need before designing services or engineering new products. Together, these approaches of demand, ask, and honor will ultimately correct the wrongs. Some call it 'walk around'--but more-so.

There's no independent or professional journal in the meetings field. . .partly because corporate management has usually believed (with the freebies) that 'anybody can do it'-- and so have declined to pay for unbiased information. Can you use the many problems bought with those savings?

Publications that honor legitimate meetings requirements and established research will deserve the intellectual

and cash support of thinking persons and fact-starved user-companies. Support them. Learn why:

For starters, www.meetingsCavalier.com; click 'Business Writing' button; read the first 'Final Thoughts' segment on the 'Titles' page, at the asterisk below the "ISD" book, 'Looking at Today's Realities.' Sufficient dissatisfier? Scary enough? Like scary? A dozen more pages to 'Final Thoughts.'

For key early research bibliography, see 'Granddaddy article.' For bullets re: early military research, see "First-Take" magazine, on 'Recognition' button, p13.

"Granddaddy" was frozen in time in 1970. For a superior bibliography of later work in brain/learning/reasoning research (1970s to '90s publication
date), see a book at once the most difficult and insightful that I've ever seen in this field: "Descartes' Error," by Antonio R. Damasio (NYC:
Grosset/Putnam; 1994.)

Tune in tomorrow!

END Blog #1

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"PERT Works for Non-Construction Projects, Too!"

TAG: PERT shows you how to go to meetings

When first you heard of the PERT Diagram, it was probably in relation to engineering, architecture, or other construction or manufacturing tools. Have you thought of PERT as tool for controlling business meetings?

Why not? Each meeting is a never-before event. US Navy's motivation for developing PERT: controlling the development of the never-before Polaris submarine.

Every meeting element is unique but interdependent. It must be gauged in advance so meeting-callers understand the meeting's Gestalt. Only then can meeting-callers determine the relative value and requirement of the individual elements, as well as the whole.

Don't try to wing-it. If there's no Gestalt, you can't buy protection for any intended message. The true cost of distorted marketing views of the commercialized meeting-industry is failed meetings.

So severe and so frequent are business meetings failures that one training company placed a full-page ad in a related trade magazine to try to shift blame away from the technology, the supposed 'answer' to all 'non-existent' problems ("Training"; Mar-Apr,'09; page 15).

Multiple causes:
   Freebie magazines didn't intentionally create the pro-advertiser bias. Conventions became big business after WWII and huge in the '50s. Freebies covered them for travel purveyors. When war time research arrived in the

1960s and '70s, the freebies were already vested.

   Editors had help from Marshall McLuhan's dictum, "The medium is the message." McLuhan was under contract to the TV industry. Follow-up: "As advertised on TV," is a statement about ad budget, not product quality.

   When the first (surviving) meeting planner/user associations were developed ('70s+), they accepted the status-quo. But:

On Charlie Rose TV (12/14/'09) Sir Harold Evans, Britton-turned-American business magazine editor, stated: "Real news is what someone is trying to suppress." He chided journalists for repeating quotes without examining actual and hidden facts: the meeting/conventions market bias and problem in brief.

Meeting-Managers (and all -callers) must regain control of the message before control of meetings and wanted-results is possible. Again, Meeting Manager vs meeting planner.

Management and control begins with your understanding of your message needs, not hotel and airline reservations. Logistics are important if unavoidable but contribute nothing to message-understanding and   fulfillment.

PERT delivers visualized control of the entire meeting structure. Time-oriented, PERT demonstrates that logistics devour your coordination time. Yet logistics are less important in total than the message's priority needs.

Recommendation: Use PERT together with the military's original ISD (Instructional Systems Development) process. That pairing is dynamite!

ISD demands that you know exactly what your message requires and then helps you (step-by-step) to fulfill the dictates of that message. Using PERT, military personnel create workable programs anywhere in the world to answer immediate needs effectively.

Commercial ISD disk programs require you to choose among relative strengths and weaknesses of proprietary versions of the military original before you buy. That requires basic knowledge of ISD before you shop. Gotcha!

ISD/PERT requires you to think of every meeting in terms of both its message and its logistics and how they're best brought together. Why?
You can't make piano music until you've learned to finger the keys. These communications keys will harmonize your objectives and results:

Consider every meeting's needs and agenda before all else:
 1) Is your do-able purpose stated succinctly and clearly?
 2) Intended response: what should participants logically do as a result?
 3) How does the new action differ from old methods and information?
 4) What new tools are needed to aid and accommodate new activities?
 5) Will those tools be available at your meeting? If not, when?
 6) Have you provided practice time with new tools for participants?
 7) Have you planned with authorities/designer/developer to
      produce needed tools?
 8) Have you refined your key address to answer every element of message
      and its true requirements? Unexamined technology is not itself an
      adequate answer. (A future blog.)
 9) Have you determined the proper setting: in-house, local, national?
 10) Are you providing logistical support for that setting, if
      needed? PERT!

With dictates above fulfilled, be confident that meetings will work. You'll also set standards for The Other Guy, who conducts lousy meetings. Stop being The Other Guy for The Other Guy.

Attention to message is free of cost--just deliver needed time and thought. Too rushed? Remember the adage: "Why is there never time to do it right but always time to do it over?" There's no second chance with a failed meeting because you might already have disproved your own expertise. Here, their perception counts for more than fact.

Complications involved in creating competent meetings are visible on our PERT Diagram graphic. There, our ten points above are condensed into a single feeder bar in the multi-line/bar PERT arrow.

To download a usable PERT chart, see www.meetings/Cavalier.com; choose 'Business Writing"; click 'Recognition.' Below the Note, multiple buttons include 'Book AOM and early mag articles.' Our original PERT Diagram and its notes follow the "AOM" book cover. Find fuller explanations and expanded how-to re: PERT in related books "AOM" and "SMTW."

For more information re: ISD, click 'Titles'; see "Common Sense ISD" book, a complete how-to. The "ISD" book webfile offers actual (but partial) opening Phase I (of 5 Phases), a brief example of military ISD's step-by-step method.

END Blog #2

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"Teamwork Will Happen. . .If. . ."

TAG: Teamwork is task-skills based, not exhortation-prone

As Mark Twin would have said, "Everybody talks about teamwork but nobody does much about it."

Teamwork is the Holy Grail of manufacturing and sales/marketing, as much as for sports. But, like the Holy Grail--and despite claims--few know exactly how to create it.

Teamwork exists, but it cannot be sought directly and cannot be commanded or demanded. It occurs as a synergy when each person of the incipient team understands his/her assigned task perfectly; knows how to do--and does--the assigned task in cooperation with others on the incipient team.

Teamwork is essentially task-skills oriented. Our willingness to work with others depends on both their task skills and our trust in those intended- teammates' skills and commitment. Trust and teamwork cannot be coaxed or demanded or bludgeoned into being.

Known--but unrecognized--corroborations from real life:

  --Decades ago, the Hawthorne Effect indicated that employees want to help you succeed. Stop exhorting people re: teamwork. Stop bullying. Stop wishing. Start teaching them how to perfect their assigned tasks and encourage their bonding. Then they'll be ABLE to do the team's assigned job!

--A football team coach (we consider a bully) depended on tongue-lashings to "energize" his players and keep them in line. One defiant player wore a sponsored headband, employing a loophole not appreciated by his coach or League's advertising contract: a finger salute to the coach. But the player knew his task and did it well; and his teammates trusted him to do it. The team won their share but also lost many. That's sports; not spectacular.

--A Chicago basketball team coach and Zen enthusiast 'encouraged' and 'inspired' his people, perfecting their task skills. They trusted him, their own skills, and their team-commitments. . .and won multiple national championships.

--When Kobe and Shaq had a long-running feud, the press knew; their early ballgames didn't show it. Each man knew his task on the court. Each knew and valued the other's skills and expected that he wouldn't cheat the team in order to feed the feud. Attitudes changed; break-up followed loss of hoped-for fourth championship. Task skills weren't the problem!

Don't 'demand' teamwork. That's the cliche theme of too many sales-related "motivational" films and programs. Film producers (and their staff or free-lance writers who lack corporate training skills) lean on teamwork cliche: "Just do it." It's safe--for writers. But worthless.

It's okay to cheer. Cheers are no substitute for substance. See cheerleaders at every ballgame. How many points do they score?

Who sez what?

The single best-selling motivational film of all time is "You Pack Your Own Chute," by Dr Eden Ryl. No 'go-team-go.' Just a psychologist's view of our need to take responsibility for our own actions. Serious stuff, intelligently presented.

"Chute" is still selling, after 30 years. Ryl's competitors point out that the film's hair styles and clothes are old. Genius! Why not make a better film? PS: Greta Garbo's and Charlie Chaplin's hair styles and clothes are old, too. Moral: View any film before you book it!

Performance skills are scarce. Apparently, expertise requires about 10,000 Hours of "deliberate practice," according to recent literature and findings. Search "10,000 Hour Rule" on either "Advertising Age" magazine or Google.

Strange ideas, ours? They work: They were developed with well over 12,000 hours of this blogger's hands-on experience (ofice hours, plus reality-hours with conventions) and have been proved effective by clients, columns-readers, and other users.

How many hours of deliberate practice do your freebie magazine's writers offer? Or, as commented in our '70s column: By watching, ". . .one can become a fair critic of opera without learning to sing or produce an opera." Observer/writer opinions deal in 'looks good,' not 'solved this problem—well?')

Harold Geneen (once of ITT) wrote "The Myth of Synergy." Synergy is not a myth--Geneen was criticizing the managerial fad, not the phenomenon. Like teamwork, synergy cannot be sought directly. No synergy in your incipient team? Is their mutual-commitment genuine or just a slap-on-the-back-and-a-beer when watched?

Given mutual concern for the welfare of competent incipient-team 'mates' who commit, synergy can take over. Teamwork is an accumulation and accretion of smaller successes in task/job competence--plus the will to do the job with others! Plus our trust in the whole.

Because of numerous failures with empty, but expensive, electronics-based training and distance-learning programs, the meetings industry has been back-tracking. About yr2000, "Training" magazine began pushing that backtracking with challenges. Available:

See www.meetingsCavalier.com; 'Titles' page's 'Final Thoughts' segment cites many "Training" magazine attacks on the industry's sacred cows, detailing the range of meetings-industry problems and biases.

Control of your own meetings, training, team-building, and related group-communications programs depend on your brain, not your budget or technology.

With those read-recommendations accomplished, you will have a fighting chance to construct program agendas, message/contents and tools that themselves have a fighting chance to communicate, train. . .and build teams.

At lower dollar cost. Forever!

END Blog #3

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"Technology: Boon or Bust or Both?

TAG: 'Glitzy' production doesn't mean 'good' or 'proper' for message

The sales-oriented, over-use of 'maxi-media' (anything in excess of need) was challenged by Cavalier in his two columns (1970-71; 71-73) and first book (1973). A worthwhile message will be listened to and needn't be prettied-up. Just make it intelligible when heard. "You can put lipstick on a pig, but. . ."

Complex messages can be helped only by visuals that help clarify concepts, not illustrate irrelevancies. Pretty-for-the-sake-of-pretty detracts from message.

Old learning? Well, the human brain hasn't changed much in 10,000 years, according to scientists; so the researched educational principles and findings are still valid.

New research on the brain in recent years has identified specific real estate where various brain functions occur. We newly know that the brain has a life-long plasticity and can reassign real estate according to new-learning demands or to compensate for injury.

New proofs of old practices, too: Sleeping on new-learning material can aid retention. New idea? Ask any HS or college student who crams late-night for morning tests. Now we know why it works.

Vicarious practice has long been known to work. Newly-discovered reasons: 'mirror neurons.' While watching others, our empathic neural system 'operates' inoperatively in muscles, responding to observed action. New understandings of 'old' learning.

Scientists still haven't discovered how the functions do in fact function: How and why does consciousness occur? Coming?

Meanwhile, you'll need old and proved learning and research. So return to learning needs: In specific instances, technology can help in specific meeting/training situations. Don't rush. 'Be the first on your block' to introduce new technology into the meeting room--is for kids. Other-directed meeting-callers have depended on technology and advertising claims to make their decisions and cases--and lost.

Technology can't make decisions. 'Computer-aided-everything' is a profitable sales idea--but first pay attention to the 'aided' element of the phrase. Aids-choice requires authoritative knowledge of message. Military ISD offers algorithms.

Don't start with hardware! Increased comfort-of-viewing underlies most A/V technological advances (other than the computer itself). As an element of the surround, comfort contributes only incrementally to learning: unmeasurable in most company circumstances and probably not worth the added time or effort.

Why haven't the industry's several associations ever researched this subject or anything related and significant? We don't mean 'survey.'

To select aids media, first determine what specifics must be delivered in your current or next meeting/training session. For helps on this "message" topic, see our prior Blogs.

Next, determine what categories of tools and A/V would aid in making your message and objectives clear to meeting/training participants. Such categories include new tools, prototypes, samples, demonstration/taste/ feel, case histories. . .and technology, including simple slides. Non-commercial exhibits present unspoken visual comprehension.

Remember: a computer-and-screen is only a fancy chalkboard. New chalk-boards are blank. Ditto, new computers. You enter meaningful material onto blackboards; guess what.

"The message is the message," appeared in an early-'70s column and first book, "Achieving Objectives in Meetings" (or "AOM"; 1973). Repeated in '83.
Unfortunately, much technology has been sold as "The Answer" to problems of human understanding and cooperation. There's no such thing. Result: failed meetings.

Worse for manufacturers, there's angering failure in the user's mind when equipment performance fails to match claims. People talk--by e-mail--despite industry press blackouts re: failures.

Absolutely nothing can do absolutely everything. Nor can anyone! You need real help based on facts, cases, and qualified opinions. Those are few.

A recent industry-magazine ad page from a training company states, "Stop blaming the technology. It's the presenter" ("Training," Mar-Apr,'09; page 15). Whose fault if presenters believed shakey claims? Blame has no positive function after your meeting fails.

Instead of blaming their users, and rather than making unsupported claims, all advertisers would be better served to 1) acknowledge and learn from their product/service's limitations, 2) identify those limits when demonstrating (usually not noted in ads), and 3) publicize case histories of the product/service's notable successes during proper uses. Professional journals would welcome such founded articles. The freebies might learn. Customers and prospects would love it!

Some books offer chapters prepared by numerous recognized authorities. Yet, no matter how valid the individu-

al chapters, they usually don't add up to cohesive, workable systems.

If books on meetings topics were/are discursive, readers must cut-and-paste into probably-inadequate meeting planning structures. Does the given book present a workable system?

Magazines love tips: they're plentiful, easy, short, and perfect for filling unused space. Readers cut-and-paste. No system. In short, ersatz "help." They can't photograph or sell you your own message.

There's a paucity of worthwhile information in even business journals. Their editors usually defer to the meetings industry press' editors and viewpoints, because "Don't they know best?" Obviously not!

The original concept and title we created for "Achieving Objectives in Meetings" has become a standard concept in the meetings professions and essential trade(s). 'Achieving objectives' as a communications key is finally being rehabilited (in different words) by industry-associations that have previously down-played that concept.

Meetings can be improved significantly without extravagant spending when the methods and technology used are chosen with concern for--and protection of--intelligent, do-able messages, aided by proper tools and practice. Aided--not necessarily 'technology-aided.'

Message-control is free; it's based on brain, not budget! Now, how much more attention can you pay to the message?

For citations of ignored fundamental research, see wwww.meetingsCavalier.com; then 'Business Writing.' At 'Recognition,' button, see our bibliography for 'A&SP/Granddaddy' button (at base of Note): It's proof that useful research was long available.

For later presentations of useful specific research findings, largely military, see 'Recognition/Industry'; then "FirstTake" magazine (p13 of 48); and also 'AOM & Early Mag articles' button.

For comprehensive information and procedures re: meetings needs and aids, you might see our "Sales Meetings That Work."

For hotel-related methodology, see tomorrow's blog.

END Blog #4.

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"Scout Your Message Before Your Hotels" (880wds)
by Richard Cavalier

TAG: Major meetings can cost, more than help

Even if you believe that everything from dating to contact with God can be managed on the computer, that ain't quite true.

Despite the push for technology in every operation--and despite our first endorsement of (still-sequence) video-conferencing (VC) in a 1983 book, you will want or need to meet face-to-face at times. The message itself will determine.

Caution: Don't believe the opinion-mantra, "It's gotta be face-to-face." It 'don't gotta be nuthin' but proper. 'Proper' requires thought.

Meeting settings must be proper for given messages. Meetings such as skill training are best done in small groups. Military ISD (our source) presents an algorithm for settings-selection.

Every meeting-support technique has strengths and weaknesses; and one of those choices will work better for your meeting than will any others. Selected options by purpose, not dart-throwing.

For key tools (pro & con) that can be used to support your message, check a reprint of our '70s article for basics; slight augmentation needed now.

See the original article on our website: click 'Recognition/Industry'; below Note: 'AOM & Early Mag Articles'; see article from "Advertising & Sales Promotion" magazine (web p8 of 22pp).

Specifics there are valid unless noted here:

Re: Charts, drawing, chalk-/chem-boards: Verbatim, plus: Computer-aided visuals, now.

Re: Photographs: Verbatim, plus: Also computer-aided visuals, now.

Re" Books, booklets, outlines, tape recordings or disks: Verbatim, plus: Again, computer-aided visuals, now.

Re: Demonstrations and sociodramas (constructed plays, not believed): Verbatim, plus: Less convincing if computerized.

Re: Role playing: Verbatim, plus: Valid only if live, not computerized.

[Quoted further]: All of the above tools [in the entire original article] have intrinsic value of either a permanent or intermittent nature. By contrast, visual aid equipments are enabling technologies but have no independent value whatsoever! Today's purveyors have neglected to mention your non-technology options. [End reprint.]

Three significant points:
   1) The computer is extremely valuable, of course. However, the eye does not prefer, or distinguish between, the sources of usable graphics. Therefore, slides and printed materials are still valid.
   2) All graphics, no matter how simple or complex, must appeal to participants' understanding of your message's basic concept (right brain). . .to interpret, as a further explanation of the spoken/written words. On-screen words (left-brain) are not legitimate visual 'aids' unless the words themselves are at issue. That's rare. Color is not essential if the graphic itself is clear. (For multiple US military findings: 'Recognition/Industry' button, below Note; see "FirstTake" magazine (p13 of 48pp).
   3) In meetings/seminars/training, etc, eye cloys more quickly than ear. For long presentations of non-technical material, ear is the preferable recipient. Complex/technical stuff needs visual help.

Decide which of the article's techniques best suits the purposes and requirements of your message; select the proper support materials and technologies; determine the proper setting for the message, purposes, and audience size. Proper settings might include hotel space.

Audience size is a factor. Don't guess according to general crowd-control principles: Best size for the meeting purpose, time allotted, and optimum use of likely setting? Military ISD algorithms.

You can't coach a roomful of people in any but a cursory way. Adequate? If not, how enhanced? Smaller break-out sessions suffice? Can/will managers supervise, back at offices? Enough authorities to run multiple break-outs? If not, don't fake it! Choose: one central session or multiple regional repeats?

Every meeting-caller usually wants to reach everyone in his/her target audience simultaneously. Great, if simultaneity is a valid factor. Bad, if it causes unnecessarily-large convocations. Large meetings feed on their own size and thereby cause additional expenses.

Decades ago, American Express found about two-thirds! of the average corporate travel budget consumed by annual central sales meetings. Computers can change that somewhat: Significant savings are possible via Video Conferencing. Computer programs suffer drop-outs--just like schools or sleepers in central meetings.

Also decades ago, "Sales & Marketing Management" magazine's 'Survey of Selling Costs' (annualized) found multiple regional sales meetings always to cost less than one central meeting.

Unless simultaneity is essential, hold regional meetings whenever possible. That's more demanding of meeting-caller time, short-term, but it's also less pressured: Local offices can usually handle most or all logistical needs.

Although computer software now allows collaboration among editors and other specialists, software enables only editorial 'collectivizing.' Expertise and authority are NOT created by collaboration--that's round-table discussion from distant chairs. It does save time and travel.

Many meetings can be held in-house. Choose smaller regional facilities if you hope to avoid in-house inter-ruptions. To manage any such meeting, embargo all phone calls, in or out. You might permit exceptions for the Chairman of the Board and CEO, but only if you value your job.

If you agree on anything with a hotel rep, get everything agreed in writing. All chains and most large facilities have an "in writing only" policy in case of disputes. . .common when any third party over-stays its allotted time and delays your set-up or scheduled session.

Selected reprints from "AOM" were Copyright either 1970-71, Crain Communications; or 1971-1973, "Sales Management" (later: "Sales & Marketing Management") magazines.

For more information and a proved form for comparing criteria and selecting hotel facilities, see our website: www.meetingsCavalier.com. Click on 'Business Writing'; then 'Titles' button. At book "Sales Meetings That Work," click on 'Chapter 18,' complete segment. Dow Jones-Irwin's "SMTW" cover shows under 'Recognition/Industry' button.

END Blog 5