



Arnold Meyer (standing, left), service school training director, and Ed Peterson (standing, right), conduct a lecture demonstration on product electrical systems during a service school session.

### FMC Holds School for Distributor Service Managers

FMC Corporation's Outdoor Power Equipment Division, manufacturer of Bolens lawn and garden products in Port Washington, Wis., has completed its 25th annual series of three-day schools for distributor service managers and field service men from across the United States and throughout Canada.

The classes are designed to keep the distributor service personnel up-to-date on technological changes, service techniques, new product designs and improvements. Special attention is also focused on increasing consumer knowledge of

seasonal maintenance and safety features. In addition, the service representatives hear presentations from major suppliers and utilize simulated working conditions for troubleshooting and repair work. After the session, they are then qualified to instruct at similar schools for their dealers in their respective territories.

Arnold A. Meyer, service school training director, said, "These service schools play a vital role in qualifying our service people throughout the country in providing efficient service and promoting customer satisfaction."

### Goodman Elected Fellow

Dr. Robert N. Goodman, chairman of the University of Missouri-Columbia (UMC) Department of Plant Pathology, has been elected a Fellow in the American Phytopathological Society.

Goodman was one of eight scientists selected for the honor from the 3,000-member society. Announcement of his selection was made at the society's recent annual meeting in Vancouver, British Columbia.

Recognized by the society as a distinguished scientist, writer and administrator, Goodman has just returned to UMC after presenting two invitational research papers in Japan.

In one of these, he reported his finding of the bacterial toxin that causes fireblight. In the other, he reported the discovery of a new disease defense system in plants. Both research findings are having a major impact on scientists' efforts to cope with plant disease problems now causing billions of dollars in food production losses around the world.

Goodman holds B.S. and M.S. degrees from the University of New Hampshire and a PhD from the University of Missouri.

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but they expect to be completely informed — to provide only half-truths or partial facts will not suffice. Although the research placed honesty high in the expectations of employees, the writer found it difficult to comprehend situations in which managers might revert to the use of lies, half-truths or the withholding of information. However, a deeper evaluation of this factor revealed many situations in which the employee could substantiate such practices. In some cases, the follow-up revealed that managers often did not maliciously withhold information or relate half-truths but it was done for other reasons, many of which were later found to be poorly conceived. No matter the reason, once suspicion or a lack of confidence has been instilled in the mind of the employee it is a difficult attitude to overcome.

Third, employees expect the manager to provide opportunity in the organizational environment. Opportunity takes many specific

forms but generally it reflects the expectations of employees to improve their lot in life in the organization. It provides something for each person to "shoot for" in the organization. It avoids the maintenance of status quo in the progression of each individual in achieving personal objectives in the organization.

Opportunity provides for each employee being considered for advancement — technically or managerially. Opportunity may involve an increase in salary, a fringe benefit, or training for a better job in the organization. In the goal structure of the employee, opportunity might provide greater security on the job.

When opportunity does not exist in an organization, the employee has little to aspire for and little to motivate him to achieve higher goals. Opportunity helps provide the means for the individual to achieve goals or to set higher ones.

Fourth, employees anticipate that their efforts and performance will be recognized by management.

Recognition may be a simple pat on the back and a reassuring word that his contribution is appreciated.

Some managers stress the point that they reward employees on the basis of individual merit and contribution to the achievement of organizational objectives. Generally, most qualified employees prefer to have their performance evaluated separately and measured against that of other in competition for available rewards.

Although the aforesaid employee goals and managerial expectations do not exhaust the motivational methods available to managers, they do provide some guidance in managerial action. Demotivated employees are not productive and loyal employees. And demotivated employees create problems in manpower planning no matter how scientific or rational the planning process. The greatest waste of resources in our society is that of the undeveloped potential of demotivated people in the organization.