

## Young's ongoing problems widen rift with suburbs

DO YOU remember Coleman Young's inaugural speech as mayor of Detroit? He made a number of promises and statements, but his most quoted remark was his advice to criminals to "hit Eight Mile Road" — in effect, to get out of town, to stay on the other side, almost anywhere on the other side, of the Eight Mile barrier.

Although the statement was measured political rhetoric and had no effect on controlling crime in Detroit, the symbolism endures.

Today there is, more than ever, an almost perceptible barrier around the city. Eight Mile is the dividing line between Detroit and Oakland County and Detroit and Macomb County. Telegraph Road might be considered a dividing line between Detroit and western Wayne County.

Traffic easily traverses those barriers but the imposing economic, social, psy-



Bob Wisler

chological and political barriers are making Detroit an island unto itself.

MAYOR YOUNG'S continuing battles and troubles and the problems with trying to get a metropolitan consensus on matters of vital interest to the area are manifestations of the distrust with which suburban interests view Detroit interests and particularly Coleman Young's interests.

Some part of it may be racial, as Young

frequently contends, but his own racial favoritism has contributed to the sense of mistrust.

Young must be given credit for doing any number of things that have helped give Detroit a solid government, a reduction in tensions between citizens and the police and economic boosts, such as Renaissance Center.

He was the man who seemingly bridged the gap between white interests and black interests, and he had the confidence of the titans of business and industry.

But his attitude of Detroit first, last and always has also contributed to the sense of combativeness that exists between Detroit and many suburban areas and suburban leaders.

WE HAVE recently seen an appeals court rule that Detroit's water system had

taken advantage of its monopolistic status to overcharge suburban customers.

We have seen the continuing battle over SEMTA's transportation plan for the metropolitan area and for taking over Detroit's Department of Transportation lead to nothing but frustration, recrimination, loss of service and almost no chance of convincing voters that public transportation is worth supporting with a tax levy.

The controversy over the Detroit Institute of Arts has seemed more and more like a battle between Young's supporters and political allies and the DIA entrenched interests over control of fat cat jobs and free-wheeling expense accounts.

AND NOW the testimony in the case involving the Vista sludge-hauling controversy casts at least some kind of suspicion

upon the way Young handles the management of Detroit affairs.

Those who have always been skeptical and outspoken in opposition feel they have grounds for antagonism. Those who have adopted a more benign approach feel that they should be more suspicious about dealings with Detroit.

Public transportation will continue to limp along. The water rates case will continue to be fought with little hope of reconciliation and the DIA controversy will die out because those in power will see it.

The specter of Vista will hang around the mayor for some time to come and will continue to make it that much harder for the city and the suburbs to try to become accommodating partners in problems of area concern.

## Bad employee performance? There's often reason

By Jack Bologna  
special writer

(Guest columnist Jack Bologna is president of Odiorne International, Inc., and managerial consultant and computer security firm headquartered in Plymouth.)

WHEN EMPLOYEES don't perform or behave the way you want or expect, the discrepancy between your level of expectation and their level of performance or behavior often causes frustration or anger.

In such a state of mind, managers tend to generalize and jump to conclusions (conclusions which often are more wrong than right).

You can't seem to back away and assess the situation with dispassion and rationality. Your emotions take over and you begin to think or say things like:

"Why is he/she so stupid, or lazy, or obstinate or insubordinate, or incompetent?"

Or worse yet, "He/she has a bad attitude" or "they're unmotivated."

WHILE ON A FEW occasions these descriptions may be appropriate, more often than not there are other, more real, causes for such inadequate performance.

First, are you asking too much? Is your expectation realistic? Can anyone satisfy your expectation, i.e. perform at the expected level? Or is it a goal which only a few can attain?

Is the effort required to achieve the goal of such heroic proportions that successful performance is limited to the few, rather than to the many?

Unrealistic standards — those designed for the few — will ultimately "turn off" the many and in-

stead of motivating them to achieve the standard, goal or expected level of performance, they become de-motivated.

What's the use, I tried with everything I have and it didn't work. I must be a failure.

A GOAL to be achievable, must be realistic and attainable.

A goal cannot be based on pie-in-the-sky assumptions. Otherwise, it demotivates. If it is patently unachievable, few people will even try. Only the hardy, ignorant or perfectionistic types try what seems to be patently unachievable for most people.

Requiring Herculean effort for goal accomplishment is an almost certain failure.

But what of the other causes of failure?

If we are going to back away from accusation, exhortation and

other emotional outbursts, what can we look for when performance or behaviors aren't to our liking.

Here are several other potential causes for performance failure or inadequacy. We've given them more accurate labels so you won't have to be unscientific in the future. (You can call them by name, rather than calling names. We simply call them performance problems.)

WHEN PEOPLE don't behave or perform the way we want or expect, look for the following potential causative factors:

- They don't know what we expect of them. (A potential communication problem.)
- They don't know how to perform or behave the way we want them to. (A potential training problem.)
- They don't know why we want

them to behave or perform the way we want them to. (A potential instruction problem.)

• They have no personal interest in behaving or performing the way we want them to. (A potential job replacement problem — the square peg in the round hole.)

• They are, in fact, perverse and obstinate. (A potential attitude problem.)

• They see no personal benefit or gain in accommodating us. (A potential motivation problem.)

• They don't agree with what we propose. (A potential values conflict or different assessment of the situation.)

• They can't seem to change their current pattern of behavior or thought. (A potential change resistance or arrested personal development problem.)

• They can't relate to our way of thinking. (A potential cognitive

dissonance problem).

• We vacillate and confuse them. (Inconsistency problem.)

• They are lazy, stupid and ungrateful. (A recruitment and selection problem.)

• They don't relate well to the work or task at hand. (An interest problem.)

• They can't take orders. (An authority adjustment problem.)

• We haven't provided them the necessary resources, i.e. time, material, manpower, tools and equipment. (A resource inadequacy problem.)

• We are expecting more than they can reasonably give. (An expectation problem which can lead to stress and "burnout").

These are but a few reasons for inadequate performance. If you give it some thought, you probably can list more.

**Coupon**  
**AUTO REPAIR**  
**10% OFF**  
Coupon Expires Dec. 31, 1983  
**FARMINGTON TRANSMISSION**  
30400 GRAND RIVER  
(next to Grand River Drive/In Theatre)  
FARMINGTON, MI 48334  
Southfield Residents call 353-8180  
Hours: Daily 8-5:30 p.m., Sat. 8-Noon

**FREE ROOF VENT**  
(With Insulation Order)  
  
Blown Cellulose  
Blown Fiberglass  
**INSULATE NOW**  
Compare our prices, quality, and guarantee.  
Minimum order required.  
Coupons must be presented at estimate.  
Licensed/Free Estimates Utility Participants  
**NORWEST INSULATION**  
LIVONIA 591-3777  
REDFORD 534-8010  
26541 GLENDALE

**CabinCrafts Carpets**  
**on Sale**  
  
**Save 20% to 35%**  
**LAST 3 DAYS SALE ENDS NOV. 9**  
Deep, comfortable and durable constructions. All first quality carpets from the finest name in the business.  
**Rite CARPET**  
Visit us at our new location  
33188 SCHOOLCRAFT • LIVONIA  
(between Schoolcraft and I-75)  
432-5200  
Hours: Daily 10am - 9pm Sat. 10am - 6pm Closed Sunday

**The envelope, please.**  
  
We'll award you a \$100 gift certificate with a \$500 wardrobe purchase.  
In the category of style, you're a winner when you choose a \$500 wardrobe at Anton's from October 13 to November 20 because we'll mail you a \$100 gift certificate good toward anything in our stores. An Anton's wardrobe and a \$100 bonus...now that's a combination that really takes the prize!  
One certificate per customer, redeemable in merchandise only and cannot be used toward purchases before October 13. This offer expires November 30, 1983.  
**ANTON'S**  
The Authority  
FARMINGTON • LAKESIDE • TWELVE OAKS • BRIARWOOD • OAKLAND  
EASTLAND • RENAISSANCE CENTER • MT. CLEMENS • WARREN

**PENNSYLVANIA HOUSE**  
**50 Years Of Quality Fifty Days Of Values**  
  
**SAVE \$1,000**  
2-piece 18th Century Cherry Bedroom  
Sale \$2,975 Reg. \$3,975  
  
**SAVE \$1,025**  
7-piece Queen Anne Cherry Dining Room  
Sale \$3,069 Reg. \$4,094  
**THE 50 DAY SALE ENDS WEDNESDAY:**  
**25% OFF EVERY SINGLE CHERRY DESIGN BY PENNSYLVANIA HOUSE**  
We've saved these great values for last...the last 10 days of our 50 Days of Values Sale. The elegance of Pennsylvania House solid cherry for every room in your home is 25% off. Plus, save on beautiful Pennsylvania House upholstery from \$799. But hurry, this extraordinary 50 Day Sale ends Wednesday, November 9th.  
**Member, Interior Design Society**  
  
**Classic Interiors Colonial House**  
Since 1937  
Michigan's Largest Pennsylvania House Dealer  
Open Mon., Thurs. & Fri. 'til 9 p.m.  
20292 Middlebelt Rd. (South of Eight Mile)  
Livonia 474-6900