

C-7417 to C-7418 Transcriptions

Wexner Heritage Foundation. Boardroom discussion.

[Snowbird, Utah]. 2 July 1990.

DRAZEN: He's in Atlanta. That's the man to talk to. I'll get you going.

M1: That's great.

FRIEDMAN: Lisa [Drazen?], in case you didn't all get the name. Sabi?

BEHAR: My name is Sabi Behar. I'm from Miami, and I'm in real estate. Active in the federation. Very active in the federation. Extremely active. (laughter) A lot of fun...

FRIEDMAN: Hopelessly active.

BEHAR: Going to be graduating this year. I'm taking the third year. And I appreciate that. I think it's a tremendous opportunity. Enjoy it very much. Married with three young boys. Originally from Peru. I'm very glad to be Jewish.

M1: We are too.

FRIEDMAN: And how.

M1: Glad you're Jewish.

FRIEDMAN: And how.

RASSLER: I'm [00:01:00] Scott Ressler. I'm with the Boca Raton group. Former practicing attorney, now specializing in business and estate planning, insurance investment sales. Very actively involved with the local federation, the UJA Young Leadership Cabinet. Going into the start of our second year in the program, with the Boca group.

FRIEDMAN: OK.

BEHAR: Jack [Levine?], please.

LEVINE: (inaudible)

FRIEDMAN: I'm sorry, Jack. I'm sorry.

LEVINE: I'm Jack Levine. I'm a native Miamian. I'm publisher of the three Jewish newspapers in south Florida, treasurer of our federation, and chairman of its planning budget committee. And we have a newborn son, [Matthew?].

FRIEDMAN: Just think of all the talent that's around this table. And all the other tables in all the other rooms in this hotel. I mean, it is a powerful [00:02:00] mass of talent. And what we're trying to do is focus all of that in all the various fields in which you live, we're trying to add another dimension and make you realize that a great -- or a certain -- proportion of your ability, your vision, your strength -- has got to be put at the disposal of the Jewish

community. I'm not saying 100% of it. But I'm not saying 2% of it. So it's finding that portion of your identity which you take away from your own individual private life, and put into the service of the community life. And that's what leadership is all about. It's stealing time away from something to put into something else. Each one has a value. Your private time is of value to you. [00:03:00] Your public time is of value to the whole Jewish world. And it's that balance that you have to hit, between public and private. And if you do it well, and if you do it successfully, both parts of your personality benefit. Your private part of your personality benefits, because you just feel damn good about yourself. And the public good benefits, because the whole Jewish community is the beneficiary. And that's what leadership is all about.

The amount of the talent is staggering. The things that you can do have no limit. I was in a class before where somebody was expressing the view that there was probably only a limited amount of money available, and that might diminish as the years go on. The amount of money is limitless. It's infinite. It is not finite. [00:04:00] The

reason that it's infinite is clear. Mr. Guttenberg invented the printing press, so you can print everything you want. And you do. Money doesn't mean anything, except as a medium of exchange. There's all the money in the world floating out there. Every developer knows it. Every syndicator knows it. What?

RICHARD: Not anymore.

FRIEDMAN: Not anymore, no. (laughter) Where is it? It's under the mattress right now.

DRAZEN: Just call me. (laughs)

FRIEDMAN: Yeah, right, right. Just call her. (laughter) Money is infinite. Deeds to be performed are infinite. Talent is infinite. It disappears only when you die. But by that time you've bred a couple of more, and your gene pool is passed on to them. Everything's infinite. To the limit. I ain't talking about optimistic view of the [00:05:00] world, pessimistic -- those are nonsense. Realistic view of the world is strength is cumulative. It does not die. Energy and mass are equivalent. Einstein told us that. It's different form, that's all. So thinking of it that way, I am overawed at the possibilities of what people like you can do. And there are by now hundreds of you -- don't ever

forget that. There're almost 300 of you, already. And we've only been at work five years. Go another five years, and go another five years, and there'll be over a thousand of you. What an accumulation of potential capability. The Jewish community can do anything in the world it wants, with people like you.

OK. I did not want to add to your burden by sending [00:06:00] you a lot of stuff to read, because everybody else was sending you a lot of stuff to read. And I said that in the little note that we wrote when putting the description of my course into the menu. So I have provided you here with this typewritten document, of which I would like us to read the first couple of pages aloud. And everybody's starting from the same base, namely, ignorance of what's written here. Lisa, start to read.

DRAZEN: "Introduction: Five fundamental functions of leadership will be offered for analysis and discussion of five successive days."

FRIEDMAN: Now, there are only a few of you who are going to be here for five successive days. Some of you are here for one day, some of you are here for two, three. A few of you are

here for all five. But I built this thing as a complete unit, so even if you're here for only one day, take it away with you. And you're not here for any more, but read what goes on in the other four.

DRAZEN: "In pursuing these [00:07:00] functions, the leader is cast in a variety of roles. The five roles display the leader's abilities as politician, general, fundraiser, manager, and visionary. As politician, leaders must learn how to elevate themselves through winning [followers?] into the top position."

FRIEDMAN: You think it's easy to get to the top? With all the idealism in the world, there are at least two dozen people trying to keep you down. And you got to fight your way up through some horrendous bureaucracies, and against all kinds of obstacles. And don't think it's easy just because you want to be idealistic and generous and helpful. And you constantly are amazed at the number of people who are trying to trip you up. And it takes a great deal of good political hard work to get to the top. Now, that is a revelation which most people never bother to think about. So it's going to be -- [00:08:00] really, it's the first

test of how strong you are and how determined you are.

Next.

DRAZEN: "As general, leaders must learn the causes for which they are crusading, and the skills of strategizing large campaigns to achieve those causes."

FRIEDMAN: You have to learn to think big. If you think small, you're going to remain small. If all you can think of is some little tiny aspect of the immediate fight you're involved in, and you don't have any notion of the big picture, then you might as well check out right now at the beginning. Don't try to enter the ranks of leadership. You're not fit for it. Your mind isn't big enough. So understand that. You've got to be able to strategize very large things. Later on you have to break them back down. We'll go into that. But unless you can think in huge -- and that's why [00:09:00] I use the word "strategy," and that's why I use the word "general." It's a military type of mind. And nobody here has it. Thank God. You're not trained that way. You haven't been -- how many people here have ever been in the army? How many people here have ever been in a war? How many people here have ever been in a war zone?

M1: In Israel (inaudible).

FRIEDMAN: No, come on. In Israel you were in a nice, safe hotel.

(overlapping dialogue) (laughter) Yeah, you were not in a war zone.

RICHARD: They took us up to Lebanon.

FRIEDMAN: What?

RICHARD: On our Young Leadership --

FRIEDMAN: You went up to Lebanon.

RICHARD: Exactly. We went up to Lebanon.

FRIEDMAN: OK. Where'd you go?

RICHARD: Right up to the gate. Right up to the Good Fence.

FRIEDMAN: Good Fence?

RICHARD: Yeah.

FRIEDMAN: You didn't hear any heavy artillery, did you?

RICHARD: No.

FRIEDMAN: No, OK. I'm being sarcastic. There is a certain mentality. I'm going to try to put it across in that lecture.

RASSLER: What about a war protest? [00:10:00] You didn't ask that. (laughter)

FRIEDMAN: All the hands probably should go up. Come on.

(laughter) OK. Next.

DRAZEN: "As fundraiser, leaders must learn how to raise money, which is an art more than a science."

FRIEDMAN: Most leaders in most situations don't know how to raise money. They talk about it. They talk about getting other people to do it. They talk about, "Oh, we must have this," or "We should do that," or "It would be good if we could do this." And they're all theorizing around the fringes, and they're afraid to put their hands down in the dirt. It's a dirty, difficult, muddy, complex business, which you run by the -- what the term is called "*Fingerspitzengefühl*." If you have a feeling in the tips of your fingers -- or some [00:11:00] people say, "My nose tells me." I don't care what part of the anatomy you use to compass you into the right direction. But you've got to realize that it's a great art, and it's an art that you have to learn. And you learn it by practicing it.

Every time a guy says to me, "Well, I'm the chairman of the toothbrush manufacturers division" -- I mean, New York has got 119 trade divisions. One is called "Feathers," and one is called "Bows," and you don't mix bows and feathers. And I used to go, and I went -- I made thousands of speeches to

hundreds of different divisions. To me, they all looked the same out there. You know. But to themselves, they're not.

A guy says, "I'm the chairman of the automotive brakes and shock absorbers division." And I said, "You're the chairman of the division?" "Right." "What are you trying to do here tonight?" [00:12:00] "Well, we got to raise \$340,000." I said, "Fine, that's your quota. How many cards do you take?" "No, no, no. What do you mean, how many cards do I take? I got all these people to come to the dinner here tonight." I said, "That's great. You going to raise any money at the dinner here tonight? Raise any new money here at the dinner?" The bigger the dinner, the smaller the money. The smaller the dinner, the bigger the money. "So you brought a lot of people here tonight, that's great. I'm not talking 'bout that. You're just the usher. You got a lot of people into the room. How much money have you solicited yourself?" "Well, I don't do that." I said, "Oh, goodbye. Let me talk to somebody who does."

A leader who does not raise money, ask for it, [00:13:00] get punched in the face and in the belly, get bloodied,

back off, find the nerve to get back again and go at it again -- a leader who does not raise money is not a leader. He's a good guy. He's a good usher. He can get a lot of people to a dinner. He can do a lot of things. But he's second rank, third rank. He's not a leader. Any leader who ducks away from the responsibility of raising money, cops out. Ninety percent of the people who call themselves leaders don't raise money. They're afraid to. They don't know how. They don't want to get into the mud. Next.

DRAZEN: "As manager, leaders must develop an intuitive sense of picking people for key positions, shaping budgets to sustain the enterprise, and taking necessary risks."

FRIEDMAN: Now, that's different. Manager's different, see? Leader can have the [00:14:00] big picture, be the big strategist, be the big visionary, so on. But at the same time, that leader's got to know how to be a manager. Now, the manager, you come down from macro to micro. And if you're not that, and if you say, "That's not my skill, I'm no good, I'm not an administrator. I got a guy over here, he's my number two man, he's..." Listen. I know all about that too. That's all the copouts. I had number two men and three men and four men and women and -- you must learn the

skills of being a manager. You must know how to watch where the leaks take place. You must know how to watch where the money drains out in wastefulness. You must learn how time gets wasted, how paperwork can proliferate until you can drown in it. You have to learn all the things as a manager. And sure, you have to have a bunch of [00:15:00] good administrators around you. But you have to know yourself what the hell they're doing, and what they should be looking for. Who's the check on them? It's you. If you don't want to learn how to be a good manager -- then again, get out of the boat. Because some fine day, some terrible disaster is going to occur, for which you will have to take the responsibility, because you're the leader. And that's why politicians fall, and they're perplexed, and they don't understand how it happened, because they know they didn't do anything wrong. But somebody else did something wrong around them, and they weren't even aware that it was happening.

A stealth bomber costs a shade over \$1 billion to build. OK? The [00:16:00] secretary of defense makes a statement that this stealth bomber is capable of pinpoint accuracy. A

two-star general is in charge of the stealth bomber. It was used in action in Panama for the first time. "Pinpoint accuracy" resulted in killing 24 America servicemen, missing targets by as much as a half a mile and a quarter of a mile. The secretary of defense, the leader, winds up with egg on his face because this two-star general is making statements which the secretary of defense doesn't know a damn thing about. Who's the fall guy? The two-star general will get fired tomorrow morning. And pretty soon he's history and he's forgotten. He's not important. Two-star general, not important. The secretary of defense's credibility is damaged. That's important. [00:17:00] You got it?

So you're the leader. But on the ladder of things, somebody down below you didn't manage something very well. But you were out on a limb. So you have to, as the leader, thinking of the grandest strategy of all, have your fingers on a certain number of key areas which are managerial areas, which you don't have to manage but which you have to be aware of. And if you're not aware of what they are, by learning the skill of managerialship, managership, then

you've missed part of your leadership responsibilities. So the leader, as a manager, that's different from everything else so far. Last.

DRAZEN: "As visionary, leaders must conceptualize new programs, determine priorities, and communicate these to the wider audience."

FRIEDMAN: So you can see, that ought to be first. [00:18:00] I mean, the vision is really the first qualification of the leader. It doesn't matter. I mean, this is not in any graded order. This is just the way I'm going to give these lectures. The visionary thing is crucial. It's the same thing what I was talking about before about being able to conceptualize on a large scale. But it's not quite the same thing. Because it's a projection far forward -- give me an honest answer. How many people here, average age let's make believe 35 -- I could be wrong by a year or two -- how many people here spend very much of their time thinking about what the Jewish community needs 20 years from now? Twenty years from now, when you are 55. Not a hand. You're all honest. [00:19:00]

Until you learn how to think 20 years into the future, you're not yet leaders. Don't ever forget that. You might be a good politician and get to the top. You might be a good general who can strategize an immediate campaign, what do we do for the next couple years, how do we handle this Russian thing? This thing is a three-, four-, five-year problem. That's all it is. And it's done, and we've moved half a million people or we haven't. Or a million people. I mean, whatever it is, it is. History runs its course, it's over. It's nothing to do with 20 years from now. Not going to be moving Russians 20 years from now. What are we going to be doing 20 years from now? And until you can put yourself in the frame of mind where you think that way and you worry that way and you wonder that way, and you [00:20:00] put challenges to yourself, and you say to yourself, "What should I be thinking about?"

Now, I'm not telling you to do anything that I don't do myself. I know what I'm going to do in the immediate near future, in the immediate short-term. Nineteen ninety, where we are now. I know what we're going to do in '91. I know what we're going to do in '92. I know what we're going to

do in '93 and '4. I mean, in very specific terms. I know what cities we're going to be in. I know what faculty people I'm looking for for these years ahead. I know what money I'm going to budget for, as these years go on. That's immediate short-term. Now, I'm 72 years old. So 20 years from now I'm not going to be here. I'll be dead. But if I were to be alive, I know -- I think I know -- what I should be thinking about [00:21:00] for what my job would be 20 years from now. I really do. So when we get down to that lecture, number five, I'll share it with you.

But it's one of the things that you have to realize. You must be capable of visionary thinking when you are the leader, of whatever it is. Your synagogue. If you are the president of your synagogue, you have to know damn well 20 years from now whether you're going to have to move because the population is moving and you might have to be in a different location, so that's a whole building problem. Or if you don't have to move because the neighborhood hasn't become black or green or Puerto Rican or Martian or whatever the hell, I mean all these demographic shifts move so fast today. If that's not going to be your problem, is

your problem that you [00:22:00] are going to need four rabbis instead of one on your staff? Because you decide that you're going to break your whole school down into a series of small tutorial academies? You don't want a school of a thousand kids. You want a school of 200 kids, no more. And it's got to go from K to 12. And you want a small, 200-person academy. And you're going to run those schools -- does any congregation think in terms of schools, plural, several of them, of different types? No. OK. Stop. You -- visionary thinking is mandatory for leaders to have. OK. Galanti, the other Lisa, read.

GALANTI: "Most books, lectures, and academic courses dealing with leadership are earnestly prepared and well-intentioned, with a real desire to inspire and [00:23:00] motivate the reader and auditor toward performing successfully as leaders."

FRIEDMAN: So there are lots of books you could read. I could have sent you lots of books. What's their problem? What's the problem with all these books? However...

GALANTI: "The instructions are largely filled with exhortations, clever epigrams, and cloudy generalizations. No one really tells you in specific terms how to become a

leader or how to act once you have gained the chair. You are not told in clear language exactly how to do what a leader must do. This course is designed to give you the practical ABCs, the ideas and suggestions derived from a lifetime of experience. There are no readings for this course, since you have already read enough generalities, and there are no practical manuals. If you take good notes in this course, you will write your own manual."

FRIEDMAN: OK. So that's my explanation of why I didn't give you anything to read, because most of what's available to read is just the broad, generalized junk. [00:24:00] I mean, you know, commercially successful, but not useful to us. And this gives you the notion of what we're going to try to do here. Now, today, we're going to try to do number one. The leader as a politician. How to reach the chair. Let's go down and read the outline, and then we'll go back and we'll start working through the points. I don't care. Jerry, read.

JERRY: "How to reach the chair: Understand the political structure of your federation, and work your way through it. Committee work: Choose a significant committee. Committee

chair, board, executive committee, chairmans, kitchen cabinet. Informal but most powerful."

FRIEDMAN: That's going up the scale, OK?

JERRY: "The role of the agency or synagogue or local chapter of national organization: Become [00:25:00] lay head for gradual promotions. This will bring you to the attention of federation power brokers. Attracting attention to yourself by unexpected monetary contributions, any creative piece of work, camping, teenage students to Israel, absorbing Russians, publishing in local Jewish or general paper, achieving a position in a national organization, Young Leadership cabinet, or UJA. Developing close relationships with top professional (inaudible)."

FRIEDMAN: So all those are under the rubric of A, "How to reach the chair." B?

JERRY: "How to build an organization around yourself: Make friendships and working relationships with other laypeople or the leader who seems to have similar ideals and goals to yours. These are ideological allies. Make friendships with those who are at or close to the top of the hierarchy, so that when you get there, others already there [00:26:00] (inaudible). Draw people to yourself by the power of your

ideas. Win people over one by one to your (inaudible). Create small discussion groups that meet on a social basis in your home to brainstorm new projects and how to implement them. This is (inaudible)."

FRIEDMAN: OK. That's what we're going to try to do today. And anything else that you can think of, that can be added under the role of the leader as politician, anything else that you can think of that should be added here will become part of the manual that the class is going to wind up writing by the time that we're all through. Because my notes, together with your notes, will constitute the manual. And then we'll publish it, and we'll sell 300 million copies to the Chinese, and we'll all get rich.

DRAZEN: And then they'll tell somebody, "Go read this."
(inaudible)

FRIEDMAN: (laughs) [00:27:00] OK. Let's begin from the beginning. Politician, how to reach the chair. Number one. "Understand the political structure of your federation and work your way through it." How many people here really, honest to goodness, think that they understand the political structure of their federation? The political structure. I didn't say the programmatic structure. The

political structure. You think you do. You think you do.

Three? All three guys from Miami. Interesting.

RICHARD: It's not real complex. (laughter)

RASSLER: That's the problem.

FRIEDMAN: That's great. That's great. OK. Nobody else? Well, then we're going to have to concentrate on Miami as an example [00:28:00] here. When you say it's not very complex, what do you think the political structure of your federation is based on? If it's simple, it's got to be based on only a couple of things, if it's not complex...

BEHAR: The executive director.

FRIEDMAN: "Executive director." You think the political structure is controlled by your one executive director.

FERN: Has he been there a long time?

BEHAR: Yup.

FRIEDMAN: Has he been...

RICHARD: Twenty-five years.

FRIEDMAN: He's been there...

BEHAR: No, 20 years.

RICHARD: Only 20?

FRIEDMAN: OK.

RICHARD: All right, 20.

BEHAR: Only 20.

FRIEDMAN: All right.

RICHARD: But he's a brilliant politician.

FRIEDMAN: He's a brilliant politician.

RICHARD: Brilliant politician and a great diplomat.

FRIEDMAN: What are the samples of his great political skill?

RICHARD: He is able to perpetuate himself by keeping hold of
the --

FRIEDMAN: "Perpetuate himself."

RICHARD: Yes.

FRIEDMAN: And you said the greatest thing he accomplished was
staying there 25 years. [00:29:00]

BEHAR: For himself.

RICHARD: (inaudible)

FRIEDMAN: For himself.

RICHARD: Right.

FRIEDMAN: I sense here the fact that you like him very much,
but...

LEVINE: He's a wonderful guy.

FRIEDMAN: That's right. But that you have kind of a dictatorial
situation.

LEVINE: Oh, I would not say dictatorial --

BEHAR: No.

LEVINE: -- I would say being able to manipulate the lay leadership to his --

FRIEDMAN: To his advantage.

LEVINE: -- his advantage.

FRIEDMAN: Now, how about -- is any of the value to him, to his advantage, is any of that also to the advantage to the community or not?

LEVINE: Sure.

FRIEDMAN: Is his advantage and the community's advantage in conflict?

SAMI BEHAR: No.

FRIEDMAN: No, they're not.

SAMI BEHAR: They're not.

LEVINE: By and large, no.

RICHARD: I don't agree with that.

FRIEDMAN: You don't agree with that.

RICHARD: I don't think the long-term interests of the community are being served by his direction.

FRIEDMAN: So that's a judgment of his ability.

RICHARD: No. That's a judgment of his vision. [00:30:00]

FRIEDMAN: "Of his vision." Vision is a part of his ability. His ability consists of a lot of things. We've named five things. You say he's a master politician for himself, that his remaining in office for this long has not necessarily been to the detriment of the community -- two of you have said. One of you says, yes, it is to the detriment, because he lacks vision. And vision is one of the five attributes of being a leader. So he's not really a good leader, because he doesn't have great vision. That's what you're saying. You're shaking your head. Do you agree with that?

LEVINE: Well, on the vision piece, because I think that he's focused on being a manager, and not focused on being a visionary.

FRIEDMAN: So he's long on one suit, and short on another.

BEHAR: Well, the other part of it is that he is towards the end of his career and he knows it.

FRIEDMAN: Well, nothing wrong with that.

BEHAR: Therefore, he doesn't want to...

LEVINE: You were thinking -- you said a few minutes ago, you're talking about 20 years hence, about when you're 92, are you not going to [00:31:00] be here.

FRIEDMAN: Sure.

LEVINE: I don't know that that's the same type of vision and vision thinking that our exec is going through. Because it's -- I mean, we go through a situation where it's like, in terms of the depth of our...

(break in audio)

LEVINE: ... federation, we have no depth. It's borrowing from Peter to pay Paul. We don't know at the end of one president's term who the next president's going to be. We...

FRIEDMAN: That's shocking!

RICHARD: It's worse than that. Because not only is he not fulfilling the one leadership function, which is to have someone in place to replace him, he has not built any second level to the federation. It is incompetent, and there is no second level to the lay leadership, because he only keeps a small group of people loyal to him at any one time --

LEVINE: But see -- [00:32:00]

RICHARD: -- which protects him.

LEVINE: -- but see, I fault also the lay leadership for not having the vision also to also work on building
(inaudible).

FRIEDMAN: Now let's -- OK.

LEVINE: I mean, you sit here, and in some of the mature federations, some of the immature, you know two years, three years, five years down the line, who your next people are going to be.

FRIEDMAN: You certainly should!

LEVINE: And who your next president, your campaign chairman -- we go year to year. Two years (inaudible; overlapping dialogue).

SAMI BEHAR: You (inaudible) the cabinet. The Young Leadership Cabinet. You know -- three years from now, you know...

FRIEDMAN: You must, you must, you must, you must.

LEVINE: So that's where we -- to make full circle, back to the whole visionary piece.

RICHARD: I think that's (inaudible; overlapping dialogue).

FRIEDMAN: All right. Now look. OK. Hold the phone for a minute. We're talking here, around this table, about functioning as lay leaders. And we are making a critical analysis of a professional leader, OK? Which is fair and legitimate. But you just turned the thing around, Jack, to say that the problems that you see with your professional leader are due to some defects in the lay leaders who don't [00:33:00]

correct the situation. So you're placing the ultimate, final responsibility on yourself. Which is where it belongs.

Because when push comes to shove, there's probably, in America, in the last 35 years, never been -- don't forget, I'm a professional -- there's never been a more dictatorial directive controlling professional than myself. I'm the first one to say it. I'm the first one to admit it. I understand it. And all the lay leaders who've worked with me for almost a half a century know it. And we all hope and think that it's been to the ultimate good of the larger community, and I think that would be the general value judgment assessment at the end of a long professional career. Lot of things about me they can't stand, with good reason, and etc., etc. But when it's all over and done with, and you [00:34:00] try to draw a double line under the account, they would say, basically, "It's all OK. It was a plus."

So I understand a strong, dictatorial type of professional leader, because I am one. But I also understand that if

there is a showdown as to who is the boss, the boss is the lay leader. OK? Now in a long, contentious lifetime, there never was a showdown between me and any lay leader. I was closer to some than to others. I was not close to Paul Zuckerman. I mean, pick a national chairman of the UJA who is dead, and therefore I can talk about him.

BEHAR: (inaudible)

FRIEDMAN: I was not clo-- what?

BEHAR: In the Talmud, there is a discussion about --

[00:35:00]

FRIEDMAN: Go ahead.

BEHAR: -- that -- whether you should talk about somebody who's dead or not.

FRIEDMAN: I know the discussion. And I choose to --

BEHAR: (inaudible)

FRIEDMAN: Yeah. (laughter)

RICHARD: [There are?] higher sources.

FRIEDMAN: No, there're always -- (laughter) not higher sources.

There are always two opinions. There's Hillel and there's Shammai. There's [Shmaya?] and there's [Avtalyon?]. And, you know, there are a lot of things that don't get settled. He said this, and he said this. In the long run, the lay

leader's the boss. And if the lay leaders in Miami have allowed the situation to develop over decades of time, you're not talking about something immediate, you're talking a long process -- have allowed the situation to develop whereby the community is bereft -- you tell me there's no knowledge of who the next [00:36:00] president is going to be -- that is an unforgivable situation. Totally unforgivable.

RICHARD: Well, we found out three months ago -- three months ago when the decision was made. (overlapping dialogue)

FRIEDMAN: All right, I don't want to hear any [*rihilis?*]. I mean, why don't you remind me that I should stop the discussion about *rihilis*? It says also in the Talmud, no (inaudible), you know? All right.

RICHARD: But isn't the ultimate test of a professional, whether the campaign and whether the community is successful?

FRIEDMAN: Campaign?

RICHARD: And isn't it a matter of -- Miami is stagnant, as it's been for five years now. Yes, it's the problem of the lay leadership that they haven't politically kicked them out of there. But shouldn't that professional be looking at his

own abilities and his own community and coming up with a reason for why that's happening?

FRIEDMAN: The professional should be doing it, and [00:37:00] he will have his rationalization of why events turned out the way they did. The lay leaders will have their analysis of why things turn out the way they did. The symbiotic relationship, the closeness between the one professional and the ever-changing president, lay leader -- because one professional over 25 years can have worked with 15 presidents. Whoever the president is, there's got to be a tight, good, confidence-building relationship between the two of them. And both of them should equally share the credit or the blame! You can't put the monkey on one back or the another.

LEVINE: Let me give you another example, arising out of Miami. We recently changed executive directors at the JCC. The executive director for the past four years had the vision, and had the political [00:38:00] skill. But due to the lack of that, for the leaders -- the leaders who have risen to the JCC --

FRIEDMAN: The lay leaders.

LEVINE: -- the lay leaders -- have had one common characteristic. And that is an abundance of time. One guy just manages family investments. Another, the successor was a woman who didn't work, a housewife, who had a wealthy husband, who had a lot of time. The one after that is a guy who can essentially work 9:00 to 5:00. That's all that's expected of him at his job. They had an abundance of time, and the presidency was the reward for hard work. But they did not share the vision of the executive director, the plans or anything. Now, what's the responsibility of the executive in that case? [00:39:00] I mean, if the pattern is -- which, the pattern, admittedly, needs to be broken -- that the presidency is a function of how much time you spend on any -- you know, just time.

FRIEDMAN: Such an organization is doomed.

LEVINE: But how do you break out of that pattern?

FRIEDMAN: How do you break --

LEVINE: What should the executive director have done with his uneducated leaders?

FRIEDMAN: He should not have *had* such leaders.

LEVINE: But, I mean, it's a common pattern for six years, Herb. What does he do now? Given...

FRIEDMAN: *He isn't going to do anything!*

LEVINE: OK.

FRIEDMAN: He's got sleeping sickness. He's asleep.

LEVINE: The executive director?

FRIEDMAN: Yeah. Or he's impotent. One or the other. Either he doesn't know what's going on around him or he can't do anything about it. There's nothing -- I like what you said about an abundance of time. An abundance of time is an evil.

LEVINE: Well, in this case, it was. [00:40:00]

FRIEDMAN: It always is. In every case. What the hell is the common aphorism -- "If you want something done, give the job to a busy man to do it." A common cliché in public life. Somebody with too much time on his hands and not too much brains in his head, and not too much energy in his stomach, who takes on the job of running a JCC -- which, in my mind, is one of the most hectic things that goes on in a community. It involves thousands of people moving through a big JCC. Hundreds of kinds of quality programs you have to be developing all the time. You've got a president who's sitting there, noodling his or head about some other things, and just coming in and rubberstamping a few --

signing a couple checks or whatever you do, that's a tragedy.

Now, if the executive director doesn't see it, and he's got a board of 20, 30, 40 people, and they don't see it, [00:41:00] there's somebody above him, the community center is part of some larger pattern of agencies. I'm not saying that the federation director is necessarily his direct boss, but in certain senses he certainly is his superior. And if the federation director doesn't see it, and can't step in and intervene in a tactful, democratic, careful way, then he's either blind or impotent.

OK. It happens in life sometimes that there are defeats. That community center is just piddling along, barely alive. And, at some fine point -- I mean, if it were I, I would close it down, or I would set up a different set of criteria for the presidency, and I'd explain it to the board, and I would explain it to the executive director, and I would probably find he would be happy to go along with a different profile of a different kind of president.

[00:42:00] He just doesn't have the drive inside of himself

to get it done. So I would put that in the back of my head, and two years later I'd promote him to be in charge of the motor pool. I mean, you have to correct communal situations like that. Somewhere there's got to be a leader with the qualities of leadership we're talking about here, to correct that situation.

DRAZEN: Hey, Herb. In a way, that's what you're creating with this program. You're creating a cadre of leaders, or future leaders, who will be knowledgeable and skillful, not to fire off words, but to devise strategies that help improve a situation. And it isn't necessarily to get rid of a professional.

FRIEDMAN: No! That's the --

DRAZEN: This guy, who's the center director who has the vision and [00:43:00] doesn't have and hasn't built a cadre of leaders, for all kinds of reasons, maybe -- to be able to enable him to help the community achieve a vision. But if there are Sugarmans and there are Levins and there are Levys and the rest who can come together and say, you know, "This vision is important. Right now there are some roadblocks to achieving it, but if we band together with what we know, we can partner up with him and help him

achieve that vision. It'll take a few years, and we'll develop the steps to do it," that's what, I think, you guys have to become.

FRIEDMAN: Yeah, that's right.

DRAZEN: The partners and the catalysts for changing and moving the community.

FRIEDMAN: That's exactly right. And I want to make sure you understand one other thing. As a lay leader in the community who is sensitive toward a problem, you cannot cop out [00:44:00] of trying to find a solution for it by saying, "Well, I'm not on the center board. I'm not an officer of the center. I'm just an ordinary member." You can't do that. Don't cop out. You can be an outsider. But you see. You may be an outsider to the center; you're not an outsider to the power structure of the whole federation. We're talking about moving up in that power structure.

And it's absolutely legitimate for you -- always, I keep repeating, with tact and with good manners, and with civilized behavior -- to stick your nose in where you think it belongs, even though somebody else might think it doesn't belong. That's your self-confidence as a leader.

OK? So just do it tactfully, but do it. And don't complain and don't gripe and bellyache all the time. "Geez, we got a lousy problem with that center over there!" Because when I hear somebody talk like that, I say, "Well, what have you done [00:45:00] about it?" "Oh, I haven't done anything about it. I'm not on that board, no." How many times do you hear that? Over and over and over again.

You cannot cop out as a leader. That's a given. Why are you working so hard to get up into the top power structure of the federation if you're not going to exercise that power? So, if you understand the political structure of your federation, you will work your way through it to get up toward the top. I suggest a little diagram here, a little ladder. Your director is going to take notice of you and he's going to -- at this stage of your development, he's going to come to you and say, "What committee do you want to serve on, and what area would you like to work on, and..." What are you laughing at?

BEHAR: I mean, look. Sitting right here, you've got a member of the executive board. You have a chairman of planning and

[00:46:00] budget, the second most powerful committee in the federation. You have a -- I mean...

FRIEDMAN: So you're already up there! Well, so what's the problem?

BEHAR: What is the problem about what? The federation?

FRIEDMAN: Why isn't one of you the next president?

BEHAR: I don't know. I...

FRIEDMAN: Oh, you don't know.

BEHAR: I've got my reasons why...

FRIEDMAN: No, no, no, no. It's not a personal question.

BEHAR: I think one of us will be.

RICHARD: I think that's very easy. We're too young. There's no question we're too young. We wouldn't be...

FRIEDMAN: How old are you?

RICHARD: We're all in our early thirties.

FRIEDMAN: So why is that too young?

RICHARD: For Miami...

FRIEDMAN: All that'll happen is you'll be burned out by the time you're 50, so we'll have to find something else for you to do when you're 50. But why are you too young?

RICHARD: Because the political structure wouldn't tolerate it.

LEVINE: I don't think that's the issue. I think it's the financial piece of, I think, a president of a federation has to have the wherewithal to be able to -- either through themselves or through their campaign chairman -- be able to work, [00:47:00] and -- either personally or generate quarter-million dollar gifts, \$100,000 gifts. And we're not at that point right now.

FRIEDMAN: So what you are saying is that qualification number three, as fundraiser, you have not yet developed that. So I don't care if you're number two. You're describing him as being number two. You just said that.

BEHAR: I think he's the chairman of the second most powerful committee of the federation!

FRIEDMAN: Fine. But he hasn't -- he's not blooded. He has never solicited a quarter of a million dollar gift.

RICHARD: No, but that isn't it. The qualification of being president of Miami is you have to give it half a million more. And that's the sole consideration.

FRIEDMAN: Say that one again. Because that's going down on -- because I'm going to just blow that one right out of the water.

RICHARD: It's true.

FRIEDMAN: Say it again.

RICHARD: It's a quarter of a million dollars. It's a quarter of a million dollars (inaudible).

FRIEDMAN: Say it again.

RICHARD: If you want to be president of the federation of Miami, you must make a gift of a quarter of a million dollars or more.

LEVINE: (inaudible)

FRIEDMAN: That's what?

RICHARD: Who was it? [00:48:00] Who did that?

LEVINE: (inaudible)

FRIEDMAN: Harry Smith?

RICHARD: He was \$150,000.

LEVINE: [Aaron?] (inaudible), Donny?

RICHARD: Donny was a --

FRIEDMAN: (laughs) Say it again.

RICHARD: -- half a million dollars.

FRIEDMAN: I want to destroy a myth, right here and now, Richard.

RICHARD: It's not a myth!

FRIEDMAN: Yes, it is. Because you can't even argue about the amount! You said half a million, then you said a quarter million, then he pointed out \$50,000.

RICHARD: Who was 50?

LEVINE: Aaron, 60.

FRIEDMAN: Sixty.

RICHARD: (inaudible)

FRIEDMAN: Hey. Ladies and gentlemen, hold the phones. (laughter)

RICHARD: (inaudible) look at it, they're major, major numbers.

FRIEDMAN: They're not major numbers.

RICHARD: Fifty thousand is a major number.

FRIEDMAN: Now, listen carefully. There's a myth prevalent, which, if you people, in your generation, tolerate that myth and permit it to perpetuate itself, you are going to be closing out big pools of talent. And you must destroy that myth. [00:49:00] You must destroy it. And if you don't destroy it, nobody will be guilty except you yourselves. Your generation. The old-timers aren't going to destroy it; they like it. The kids below you don't know anything, they don't know anything yet. How can they destroy it? You are the first age group and experiential group capable of destroying it, so I'm putting the monkey right square on your back. The myth is that you have to be able to give -- and then the number becomes indeterminate, because nobody

will agree on the number -- that you have to give a half a million -- he's gotten you down to \$65,000. (laughs)

RICHARD: Once, once, once. Just once. Once. Once. (overlapping dialogue)

FRIEDMAN: Hey Alan, what is it in St. Louis? What do you got to give to be the chairman in St. Louis?

ALAN: There is no number.

FRIEDMAN: No number.

RICHARD: What's been the lowest number? [00:50:00]

FRIEDMAN: What's been the lowest number?

ALAN: Eighteen thousand dollars.

FRIEDMAN: Bingo.

LEVINE: I think it has to do with the size of the community...

FRIEDMAN: Come on, come on. The size of the community, baloney, they got whatever number Jews they got in St. Louis, 50,000, 70-- I don't know what they got. Big strong solid community. As big as Miami? Miami isn't as big as Philadelphia. I mean, what the hell's the size got to do with it? We're talking...

LEVINE: Well, no, I agree with you, Herb, but in some areas -- in some communities, I don't -- I mean, for \$5000 we have presidents of federations in a lot of towns around the...

FRIEDMAN: Jack, you're too intelligent to fuss around with that kind of argument. "In some communities." Yeah, where, Salt Lake? What are we talking about? Look, I went around the table -- let's go. We went -- I asked St. Louis -- Washington. Somebody tell me about Washington. Who can tell me? Jerry?

JERRY: About 100,000.

FRIEDMAN: A hundred. Is there another town [00:51:00] here, listed, to...

M3: Boca.

FRIEDMAN: Boca. Give me a number.

M3: I don't know about Boca, but in Ft. Lauderdale they just got their first \$100,000 gift from a president.

FRIEDMAN: So there've been an awful lot of presidents and chairmen under a hundred.

M3: Yeah, who gave an awful lot less.

FRIEDMAN: All right. Next. It's one of the most dangerous myths in the world, which are perpetuated by people who do such terrible harm to us, that community leadership is a function of the size of the gift, and that you cannot rise because each one of us has a financial limit. The total amount of money available is infinite, but for each

individual it's finite. And so people are squeezed out, left out, not invited in. People of great ability, talent, social connections, communal connections, feel that, they feel that, "Hey, I [00:52:00] can't shoot for the top, because I'm not capable of giving \$40,000, \$80,000." We impoverish ourselves. We impoverish ourselves. We deliberately reduce the size of our leadership pool by the imposition of this myth. And it is a myth.

Baltimore's a very good, solid community. Nobody's here from Baltimore, it's like the guy who's dead. So I'm going to talk about Baltimore. Baltimore has a beautiful community. Respectable, productive, constantly steady, reliable, old-line conservative, underperforming by about 40 or 50%. Nobody pushes anybody. [00:53:00] Baltimore has a large number of six-figure gifts, seven-figure gifts. The Straus Foundation dumps in a million. And what's-his-name, Harry Weinberg, dumped in a million and a half. And I'm not going to name names and name amounts, but I really know them all, all over the country.

One of the most successful leaders of the campaign in Baltimore, not one year and not two years and not three years, but for his whole lifetime, was a guy who had a shoe store, one shoe store. And the highest gift he ever gave to the federation was 8000 bucks. And 8000 bucks for him out of that one shoe store was a very big gift, commonly accepted as such. His name was [Elkin Myers?]. OK? Elkin Myers could solicit half [00:54:00] a million dollars from Jacob Blaustein, the head of Amoco Gas Company. He could solicit a half a million bucks from Joseph Meyerhoff, the famous Meyerhoff family. Elkin Myers could solicit a gift of any size in the town with his \$8000. He couldn't give a half a million. This crappy myth that in order to solicit a half-a-million-dollar gift you have to be able to give a half a million. Where this myth derived from, that you could only solicit gifts about the same level of your own gift? It's an insult to your intelligence to say that.

I can give you city after city after city, where honored people who became chairmen of campaigns and presidents of federations, once they were giving to the hilt of their ability, and once their motivation carried them, and their

sincerity carried them, and their knowledge carried them -- they knew [00:55:00] what they were selling. They knew the product. And they loved it -- they could do anything. The amount of money you give -- let me tell you something. I never preach except what I practice. When we interviewed you, did I ask any one of you around the table what your gift to this federation was in the interview when you were being -- not a single, solitary one of you. Admission to this elite, select group, building leaders, was admission-blind as far as your gift is concerned. I didn't want to know it, I didn't care.

RICHARD: Herb. Community stature can sometimes, occasionally, rarely, be derived without money.

FRIEDMAN: Leadership is rare. [00:56:00]

RICHARD: OK. But most of the time, a community will identify its leadership because of their pocket.

FRIEDMAN: That's because it becomes the common consensus!

RICHARD: But that's the way that the federation has been run.

FRIEDMAN: Well, change it!

RICHARD: Three years ago, when Elton Kerness, just before he left Miami, he had gotten to the point where he proposed to the leadership that forget about the 25,000 gifts that are

made, what we should do as a federation is simply focus on the top 3000 gifts and just derive all of our efforts in that direction. And that is a pervasive attitude throughout CJF.

FRIEDMAN: It's not throughout CJF! It may be true about Miami; I don't challenge you about that. But it damn well not better be pervasive throughout CJF. Yes?

DRAZEN: I think you have to look at two things. One has to do with the fundraising goals and the needs to be met by that fundraising. And if that's [00:57:00] the vision or mission, then you have one set of realities. If the mission -- and I think the mission of CJF is this -- is community building, you have another set of realities. It doesn't negate the need for the funds, because you can't meet the needs of the community without the money, but it adds to that a whole lot of stuff. And I think that basically the overall vision of the federation movement is building community. But a lot of people are very short-sighted in how they see that translated. And a lot of the federation, if you look at the names of them, historically, started out not with the names of the federation, but with other names, that were basically one goal oriented -- raising money. So

today's world is a different world, but most of us don't know that yet. [00:58:00]

FRIEDMAN: I want to plead with you guys -- and let's drop the subject. I want to plead with you to understand that leadership must be determined by a whole set of abilities and qualities and qualifications that a person has. Of which, of which, generosity, up to the maximum limit of the ability of the person, must be one of the qualifications of leadership. But if it's turned around, in some perverse fashion, so that the only or the main qualification in judging who should be the leader is how much money he gives, that's a perversion. Because he could be absent of all the other qualifications, and smart communities will take a million-dollar gift from somebody and never think in a hundred years of [00:59:00] making that person a leader. And most of the million-dollar givers are delighted that they are not considered any more than just big givers. That's all they want to be considered. And any community that puts such a premium on the size of the gift, as to entrust to an unqualified person leadership, that community is committing suicide. In 10 years, that community will be down in the dumps.

RICHARD: I'm talking to Mike.

FRIEDMAN: I'm talking to you, Mike.

RICHARD: Hello, Mike.

FRIEDMAN: I'm talking to you. (laughter) I'm talking to you. I'm not talking to him. I'm talking to you. Because it's your set of values. And it's your refusal to submit to that. You have surrendered, Richard, in your head. Don't surrender to that. Just change it. Slowly, surely. How much is the most money you can give? [01:00:00] Fourteen thousand, two hundred dollars. Give it. And then be the president. And then say, "Anybody can be the president of this town who's got the ability. Now let's get tough. Who's got the ability?" And you have changed a big piece of the public perception of that federation. Because you're doing damage if the public perception of a couple hundred thousand Jews in town is that that federation is a little refuge, like a wildlife refuge for a few isolated exotic birds. And that federation is only for a few of those...

M: Good analogy. (overlapping dialogue)

JERRY: Question for Miami. If one of you could give \$250,000, would you be able to become president within the power structure?

RICHARD: Absolutely.

BEHAR: Yeah.

LEVINE: No doubt about it.

RICHARD: No question about it.

BEHAR: Sure.

RICHARD: Immediately. Want to come to Miami?

FRIEDMAN: You got an easy answer on that one, boy. [01:01:00]

(laughter)

JERRY: See, in Washington it's a little different story. The emphasis is not so much on money. In my perception, and my perception has been through Young Leaders, so I'm just really getting involved with the federation board. Operation Exodus has been the first experience for me, in terms of watching our federation board. I think it would be a very difficult challenge for someone in Washington to become the leader, unless they had paid their dues in a political structure by the time they began (inaudible) leader.

BEHAR: We have.

JERRY: I know. But by the time -- I think it's an age function in Washington as well -- but by the time one gets to be a leader, I think (inaudible) fire in the belly.

RICHARD: You got to understand, the money in Miami is in direct line to the exec. And that's the only political hurdle you have (inaudible; overlapping dialogue)...

FRIEDMAN: It looks like you've got some repair work to do, fellas.

RICHARD: That's it.

DRAZEN: If, for instance, your director were different, just out of curiosity, [01:02:00] (inaudible) 20, 25 years, or does he (inaudible; overlapping dialogue)...

RICHARD: Sure, the political structure, which is where this started, would change, and you'd have a much more balanced political structure, and you'd have a lot more people in it. And then you'd have the same type of thing you have in other communities. In our community...

BEHAR: That's a question. Would you have -- would you be willing to commit -- I mean, if you got the power, would you say, "OK, Richard, you're the president"? Are you willing to put the effort and the time and be able to give up what you have to give up? Could you do that...

(break in audio)

BEHAR: I know I cannot. I would have the vision and I would work...

FRIEDMAN: Why can you not?

BEHAR: Because my personal circumstances are such that I
couldn't leave my business...

FRIEDMAN: When could you be the president?

BEHAR: I hope that between 5 and 10 years.

FRIEDMAN: Fine. So you have to say to somebody, "Now we're
getting down to how you move yourself up in the power
structure."

BEHAR: What happens is I know how to move up, but I move too
fast. [01:03:00] I'll get there too fast.

FRIEDMAN: Hey, hey, hey! Relax, hold the phone. You may be on
the edge of the diving board, and you may have to stand on
the edge of the diving board for 10 more years. Because you
ain't ready to jump.

BEHAR: Exactly.

FRIEDMAN: Well, then, stay there! Don't fall. And don't die. But
let a bunch of people know that you're right on the edge of
the diving board, that you consider yourself capable, that
you will be ready at a certain time, and you set the time -
- nobody else can set it for you. And let a small group of
people know that. So somebody who would be keeping score --
if I would be your executive director, I'd have a little

calendar, because I got a 20-year calendar in my head, and I would put down, "BEHAR: Chairman. 1996. President, 1998." And then I would like to see you celebrate this big jump into the next century. So I would keep you [01:04:00] president for four years. Nineteen ninety-eight to two oh oh two. Put it in my head.

RICHARD: That's a great idea.

FRIEDMAN: I'd love to have 10 guys in my head like that all the time. I do. I do. (overlapping dialogue)

LEVINE: Most towns do that.

FRIEDMAN: *Many* towns do. Not most. Not most.

LEVINE: OK, many.

FRIEDMAN: Many.

BEHAR: We got to prepare for that.

RICHARD: No. But it's a matter of doing it now. You sit down and we'll do it.

LEVINE: Yeah, but you can't do it in a vacuum, either.

RICHARD: There isn't. There isn't a vacuum.

FRIEDMAN: Hey fellas. Can you strategize, please, Miami outside in the corridor? We've got you as far as we can get you. (laughter) Now we're going to move on. The normal person who is not like you Miami guys, namely, the normal person

who has to work his way up, or her way up, through the hierarchy, the one I'm suggesting, is as an example -- this is not fixed in concrete. Get yourself on to an important committee. Three quarters of the committees in the average federation are junk, worthless, nonsense, waste of time, [01:05:00] utterly not worthy of one hour of your time. There're always three or four or some small number of committees which are really determinative, crucial, decisive. That's the only kind you should get yourself onto. And I don't have to tell you what they are. They have different names in different cities. But it's the committees that deal with the --

BEHAR: Money.

FRIEDMAN: -- allocating of money. With the school and educational system in the town. With any sensible kind of long-range planning -- not the usual long-range planning committee, which is just pure bullshit that just 60 people sit there and they talk endlessly and they never come out with anything. Or at most, it's the elephant that labors and brings forth the mouse. But there are some communities that have very small, tightly-knit, skillful [01:06:00] long-range planning committees that think the way I like to

think. "What do we need 5 years from now? What do we need 10 years from now? Let's not have a lot of reports, let's not have a lot of paperwork, and let's not have a lot of experts giving us a lot of testimony. We don't need all that baloney. Our own good sense will tell us what we need." So I don't want to say a long-range committee is useless, because it's not -- if it's the right kind of a long-range committee, then it's important. So you look to see which of the few committees are crucial and decisive, and you get yourself on that.

OK. B -- watch that outline -- you get yourself to be the chairman of that committee, after serving on it for a few years. You're the chairman of it. You say you called in the number two, because he's the chairman of the budget and allocations. Fine. He's not number two. He's the chairman of the most important committee. That's what he is. He could [01:07:00] sit there for 10 years, and nobody might ever think of moving him up. And he might not push himself up. Because he never put himself in line on the calendar of when he could handle that presidency. Get yourself up onto the committee chair. Being the chair of the committee is

going to automatically get you on the board. The board of the average federation is a total meaningless body. Total meaningless. No exceptions, no equivocation. I make a universal condemnation. Sixty-, 70-, 80-person board is a dumping ground. That's where you put people you have to give some honor to and you don't know what to do with them, and it's where you put a few old big givers, and it's where you put a few widows, and you put a few committee chair, and out of an average board -- how many people are on your board in St. Louis? [01:08:00]

ALAN: Sixty.

FRIEDMAN: Sixty. How many people on the board in Washington?

JERRY: About 60.

FRIEDMAN: Sixty. Well, the boards are getting smaller. That's good.

M: No, 93. Went from 50 to 93.

FRIEDMAN: Well, that's exactly why you're all screwed up.

However, a large, meaningless board that listens to a lot of reports when instead they should just mail them to you and you read them, and instead of taking three, four hours at a board meeting and make some kind of rubberstamped vote because somebody thinks that that makes you feel important,

so they give you an issue to vote on, like should we have a new boiler in the basement or something -- I mean, you know, the issues that the board votes on are really monumental. All the decisions are all cut and dried, and they're all done in advance. Where are they done? They're done in much smaller bodies. So I have used a generic phrase in point D, called "executive committee." I don't know if that's the name in every town, [01:09:00] but it's the smaller body of the board, right? And then E, there's an even smaller body of the smaller body. Which is what I call the chairman's kitchen cabinet. Now, that's not a name that ever appears on any chart or on any letterhead or anything, and that's why I say it's informal. But it's usually the most powerful group there is. And it's the smallest number. And it's a half a dozen guys, and it's damn hard to find a woman on one of those committees. Even today. And that's where the old boys, the buddy boys, get their feet up on the table with a bottle of Cognac, and they think through, you know, "Geez, they want us to take 16 million bucks for this Russian thing. Should we take 16 million bucks?" I mean, there's a committee process

[01:10:00] that they're going to have to go through to arrive at the communal goal.

LEVINE: Once they decide on what they want to do.

FRIEDMAN: But the communal goal was decided right here in the kitchen. Tell you a kitchen story, which I shall never -- the rest of my life, I'll never forget it. It's what took place in Golda's kitchen, on the Friday night before the Yom Kippur war of Saturday, Yom Kippur day. That Friday night, *dramatis personae* were the following: Minister of Defense, who was Mr. Moshe Dayan. Chief of staff of the army was General [01:11:00] -- oh, he died in the swimming pool the following year. Somebody knows his name. Come on. Young guy.

BEHAR: Chief of staff?

FRIEDMAN: Chief of staff. Head of the army. Three-star general. Only one in Israel. And Golda. And the three of them were in the kitchen. And they were debating what to do. She had just come back the day before, Thursday, from Vienna, where the PLO had pulled a real fancy stunt. And I don't know to this day whether they knew the timing or whether they didn't. But they had pulled a raid on a train coming from Moscow to Vienna, and it was a diversion. And what's-his-

name, the chancellor -- Kreisky -- of Austria, was
fulminating and threatening that if Austrian [01:12:00]
territory became a place where terrorists would kill Jews
and kill Austrian train guards and railroad people, he
wasn't going to permit the passage through Austria of any
more Jews coming out of Russia. This was 1973. And Golda
decided to fly to Vienna on Wednesday to try to talk him
out of it. Wednesday, before the Saturday of Yom Kippur,
the prime minister's not in the country. And she came back
on Thursday, and she did not succeed in persuading him, and
lots of readjustments had to take place about Vienna as a
transit point. That's a whole other unimportant story. To
find that Israel was in a high state of nervous tension,
and [01:13:00] the army and the defense ministry and the
political machinery, the cabinet, were not able to arrive
at a decision as to whether the country should mobilize.

The country should mobilize. You put a half a million men
and women into uniform. You take them out of the economy,
you take them out of civilian life, the country stops dead.
Never mind what that costs. It's what it does to the
nervousness in the country. It's what it does to parents of

all the kids you mobilize. It's what it does to all the economic system. It's what it does to the whole outside world. You don't do this as a secret. Israel's mobilizing. A hundred ambassadors inside Israel start sending cables back to their own countries. Four hundred newspaper men begin to write stories about this.

They couldn't [01:14:00] decide. By the end of the day, Thursday, when she was already back in Jerusalem, the cabinet had reached no decision. And she told them that they, all of them, including the religious ministers, had to stay in Jerusalem on Thursday night and be prepared to be at her disposal on Friday even though it was Erev Shabbat, and this was going to raise hell about their getting back home on Friday in time for Shabbat. Many of them lived long distances away from Jerusalem. And she's sitting there Thursday, no decision. Friday morning the cabinet met again. No decision. She told them to stay in Jerusalem, not go home. They said, "Not go home? Not for Shabbat? Not for Yom Kippur?" She said, "Not go home. I may need you. You stay within walking distance."

And Friday was a horrible day of indecision. [01:15:00] And the deadline was past, by which you could mobilize the country. Because the mobilization takes place through a coded set of signals, by radio, not television. Television didn't go on in Israel till evening. The unit that I was attached to was called [*Sadi Na'dom?*], which means "bloody red sheet." So when I would hear on the radio "bloody red sheet," I knew I got to go in the closet, take out my pack, take out my gun, and I got a pre-arranged place I got to go to report. And that's where I'm going to get picked up in a truck, on the warehouse on such and such a street. You mobilize the country by these coded signals coming over the radio. By Friday noon you can't do that anymore. The radio station begins to shut down. People -- [01:16:00] personnel go home.

Elazar was the name of the chief of staff. David Elazar. So all during the day Friday, Elazar's warning her that he can't mobilize anymore, the time's past. The indecision has led to an inability.

Friday night they're sitting in her kitchen. Now, this is a long introduction to the kitchen story. And they're scratching their heads. And Elazar is saying, "The Air Force is always permanently mobilized. The Air Force I don't have to mobilize by coded signals on the radio. I have a communications net with every airfield in the country. In my office I talk to every commander on every base simultaneously in the conference call. I got the entire Air Force at my disposal, with all of its personnel. [01:17:00] So let's put them on red alert," which they did agree to. The Air Force went on red alert Friday afternoon.

While these three people are talking in the kitchen, the American ambassador comes in. His name was Kenneth Keating, former senator from New York, former ambassador to India. Wonderful guy. Good guy. Loved Jews. Loved Israel. And he said, "I'm here to tell you that President Nixon and Secretary Kissinger are sending you a warning that Israel is going to be attacked tomorrow." And Dayan said, "I know it. Pentagon has already told me, and they've informed me, and they've even told us the time that we're [01:18:00] going to get hit, at six o'clock in the afternoon. Saturday

afternoon, the end of Yom Kippur day. Everybody's in synagogue for Ne'ilah." And Keating says, "Yes, and my message from the president and the secretary is that you must do nothing about it. You must take the first hit, whatever it does to you. And the reason you must do that is because otherwise you will not have the sympathy of the American public, and the American government will not be able to give you resupply to help you live through this war. You must take the first blow. Then you are the victim. And then you have public opinion and public sympathy on your side." That's *Realpolitik*. [01:19:00]

So she offers him a cup of tea, and they're sitting around the kitchen table, and he says, "You know, it's getting late, and I got to call Washington back and I got to tell them I've delivered the message. And Nixon and Kissinger are in the situation room, which is down in the basement of the White House, and they're waiting for my call. So what do I tell them?"

Elazar made one more plea. He said, "I can get the Air Force up in the air tomorrow morning, Saturday morning, at

six o'clock. First light. We can bomb every Egyptian and Jordanian and Syrian airfield around us, Saudi Arabian. We've got 25 fields, all targeted. We've got 12 hours to work, between 6:00 in the morning and 6:00 in the afternoon, 12 long hours. I can destroy their [01:20:00] Air Force. I can absolutely blow out their runways, and blow up a lot of planes on the ground, and reduce their ability to hurt us. Give me the green light." And he said it in front of Keating. And Keating says, "I would love to have you do that. But I'm here to tell you you cannot do that." She turned to Dayan and she said, "Well, you know, what do we do?" And Dayan says, "We got to do what he says. We take the first hit." And Elazar saluted and left the room. He's through, he can't do anymore. I mean, he's the military man, and the civilians make these decisions.

And then Golda tried one last play with Keating, and said, "Can you get [01:21:00] Nixon or Kissinger to tell Sadat, in Egypt, and what's-his-name in Syria, that we know that they're going to attack us? That you have asked us not to do anything to provoke the situation? We have agreed we will not do anything. And will you ask them why they insist

on going to war, why can they not come and talk things over with us and see if we can't solve whatever the problems are that they hope to solve by war? What do they hope to solve by war? Why don't they come to the table and talk with us about it?" And Keating said yes, he would do that. And he left. And she and Dayan are left there sitting drinking tea in the kitchen. [01:22:00]

He did do that, and Kissinger did call both Egypt and Syria, both, following which their call to each other was monitored by the National Defense Agency, which monitors every single long-distance telephone call in the world. I don't know whether you know that or not. Any time you make a long-distance telephone call to anybody, do you know that it's being monitored? Well, it is.

M1: In America.

FRIEDMAN: In America. In America. In America. Don't kid yourself. In America. And a fax is like a telephone, because it goes across a telephone line. And the monitored phone call between the two of them was, "Well, if the Israelis know that we're going to hit them at six o'clock - -" and that time was selected because of where the sun is

and where the Israeli planes would have to be flying into the sun. Sun's setting in the west. And that's where the Egyptian planes would be coming from. "So if they know we're going to hit 'em at six o'clock, then let's hit 'em earlier, which might be more disadvantageous to us, but still, we'll catch 'em off guard." And they decided on two o'clock. And we got hit at two o'clock.

You talk about a kitchen cabinet? Three people deciding something in the kitchen. I'm not attempting to make any analogy between what gets decided by the kitchen cabinet of the president of the federation of Baton Rouge, Louisiana. You know. But I'm telling you the theory that [01:24:00] there is no form of social organization in the world, nowhere, in a university, in an army, in an industrial corporation -- every form of human social organization is based upon the concept of a handful of people making the crucial decisions. And then it filters down through committees and boards and boards and committees, and finally it gets out to all the poor suckers like you and me who are the taxpayers and the common citizens, and we hear about it (laughs) a long time later.

You must get yourself into the kitchen cabinet. Once you're in the kitchen cabinet, you are there. Never mind what the title is. You don't have to have any title. The president is calling a few guys together in the kitchen for a cup of tea, and if you're there, [01:25:00] you're there. You are at the epicenter of the earthquake. You are there where the action is occurring, where the decision is being made. All of that is A.

Next page. I'm just listing ways and means that you can come to the attention of the people who run the community. You can come to the attention through an agency. The JCC, somebody mentioned, or the old folks' home, or whatever. Any of the major agencies in town. Or you can come to the attention through your work in the synagogue. Or you can come to the attention through your work in the local chapter of a national organization. You're a big honcho in the local chapter of the American Jewish Committee. The guys running the federation know you. They heard your name. [01:26:00] A, 2A, become the lay head. Become the president of that synagogue. Become the president of the local

chapter of the American Jewish Congress or the Hadassah or whatever, through gradual promotions. All this will bring you to the attention of the federation powerbrokers. It has nothing to do with how much money you give. If the American Jewish Committee is the most single important organization in your town, outside of the federation, then that's the one that you target your work with, and you get to be the president of it. "Oh! You're the president of the local chapter. You were just elected president of the American Jewish Committee? Well, seems we better keep an eye on you, Richard." You're a comer. You have brought yourself to the attention of...

Three, "Attracting attention to yourself by unexpected monetary contributions." [01:27:00] What does "unexpected" mean? If somebody expects you to give \$14,200, and you wind up giving 20, you surprise everybody. Never expected that from you. And I'm talking about -- do you know how I first made the list of the Young Leadership Cabinet in 1959, '59? I went around this whole country with a little black book in my pocket. And every meeting I went to, in every Lincoln, Nebraska, of this town -- I mean, I have been

everywhere. If I noticed somebody who did something unusual -- he stood up above the crowd by one centimeter, either because his gift was unusual, some kid giving 400 bucks or something instead of everybody else giving a hundred dollars, or somebody making a speech, and I could sense in the tone [01:28:00] of the voice, and I could see power was there, something was there that was different, better, unique, above, more than -- I'll put the name down.

End of the year, I had about 400 names in the book. And I invited those people to a meeting in New York, in November, 1959. Nineteen hundred and sixty, sorry. And I remember it was the weekend of the Yale-Harvard game. And I was sore, and I wanted to go to the Yale-Harvard game. But that's the weekend it was set, so that's the weekend we did it. Two hundred and fifty of those 400 guys showed up. And the Young Leadership movement was born.

Anybody whose head stands a little bit above the crowd is bound to be noticeable. And as you're trying to move up that ladder, that's what you have to shoot for, [01:29:00] that somebody notices you, and somebody says, "You have

some special talents, some special capability. There's something different about you, unique. You're not stamped out of the same mold." Unique. Latin word, meaning "one." Uni. There's only one like you. One. If you can achieve that description of yourself by what you do -- no words. No baloney. No baloney. No bluff. It's all got to come from action. So an unexpected monetary contribution. Be any kind of creative piece of work. (inaudible) outside. Nobody told you to do it, but you organized a business where you got 25 friends of yours to arrange picnics on Sunday, and you guys are going to take four Russian families each, and you're going to take a hundred Russian families out, on the strength of [01:30:00] you 25 families, and you're going to have a great big party out in the park, and a softball game, and a lot of bad hot dogs, and everybody's going to have a wonderful time. And, you know, Jesus, Sugarman did that all on his own! On his own initiative. Put the whole thing together. Didn't go through any goddamn process for 14 weeks, trying to figure out, "How shall we be nice to the Russians?" One day, decided, "Let's have a picnic." That's a leadership act. Self-initiated, self-motivated. That's going to bring you to the notice of people. Anything

that you write, that you publish. There's a guy in Atlanta -- who's from Atlanta?

LEVINE: Alan.

FRIEDMAN: Alan. Just walked out. Lisa. By the name of Konner, K-O-N-N-E-R. He's an academic. He's at Emory. He's an MD, he's a PhD, I mean, he's [01:31:00] a psychol-- he's everything. He's one of these real weird guys who's just so bright. And obviously he's a maverick. He doesn't fit into any kind of conventional pattern. But he starts writing articles. He writes for the *New York Times* Magazine section on psychoanalytical subjects, no less, by the way. I mean, in his professional capacity. But he starts writing in the *Atlanta Jewish Times*, or whatever the name of the paper is. All of a sudden, he's like he's living in a new world. He's got a whole stream of letters, people writing letters to him about they read his article in the paper. Suddenly, everybody realized, "Who's this kook from Emory? What's he doing in the group?" Well, he's not a kook at all. He's a very bright, careful, dedicated, caring Jew, by the way he wrote about those Russians coming into Atlanta, what we have to do to help them. Write a piece in your paper. Maybe Levine'll print it. Who knows? [01:32:00] (laughter) Maybe

Rosenblatt will print it, up the *Baltimore Jewish Times*.
He's building a -- he bought that Atlanta paper, didn't he?

Number four, "Develop close relationships with top professional staff." Like it or not, like it or not, the guy is in the saddle. Now, thank goodness, some women are coming into that saddle. Not enough. Not many. But some. Any of your Wexner people heading toward executive directors of federations?

FERN: They will.

FRIEDMAN: Any of them got that in their mind already? Any of them? You know any of your colleagues who've got that in their heads?

FERN: Not that I know of.

FRIEDMAN: Not that you know of.

RICHARD: It's not considered a very high calling. (laughter)

FRIEDMAN: You got to be [01:33:00] kidding me. It pays a hundred grand a year! Don't tell me it's not a high calling. What are you talking about? It's a very high calling.

RICHARD: How come nobody wants it?

FRIEDMAN: Nobody's thinking about it. It's not that they don't want it, they don't think about it. They're not thinking

far enough ahead. Anybody shooting for that job? It's a very highly paid, important, very often crucial, powerful job. It's the top job in the Jewish civil service in America. And there are only 70 or 80 of them.

M1: Well, they trend?

FRIEDMAN: And they what?

M1: (inaudible) is unbelievable. There is no -- what's the trend?

GALANTI: Why do you say it's [the top -- oh?].

BEHAR: Social work.

DRAZEN: Oh, OK.

GALANTI: Yeah, why is social work the...

FRIEDMAN: I'm sorry, what's...

DRAZEN: Why do you say it's the top job? On the basis of what?

FRIEDMAN: On the basis of power! And the basis of making decisions! And the basis of pushing the Jewish community where it has to go! [01:34:00] That's why it's powerful.

BEHAR: Would you say that power is where the money is?

FRIEDMAN: No. Power is where the decision-making ability is.

Money is only a means of carrying out what you want to do.

BEHAR: All right. So let me rephrase that. Power is where the decision-making, where the money goes to, where the power

is. If the decision-making process works, the people are able to decide where the money goes.

FRIEDMAN: No! The people are able to decide what must be done.

DRAZEN: And have the power to --

BEHAR: Make it happen.

DRAZEN: -- get the resources necessary to do it.

FRIEDMAN: Yeah, but raising up the money is absolutely incidental. It's easy.

(break in audio)

FRIEDMAN: 'Course that's an additional skill! (overlapping dialogue)

BEHAR: (inaudible; overlapping dialogue) and have no money, OK. Who's going to pay attention to you?

FRIEDMAN: No, Sabi, you don't -- you are putting the wrong [01:35:00] thing first!

BEHAR: No...

FRIEDMAN: One is what do you want to do? What is your vision? What are your goals? What are your priorities.

BEHAR: Fine, I...

FRIEDMAN: Number two, how do we get the money to do that?

JERRY: Herb, I understand but...

FRIEDMAN: Two. Money is two, Sabi. Not one. Money is two!

BEHAR: All right. But it's not three.

FRIEDMAN: I didn't say it was three. I didn't say it was three.

JERRY: But if you don't have one, two may become the means
for deciding the power.

FRIEDMAN: No.

BEHAR: If you don't have one, you don't have two.

FRIEDMAN: No! If you don't have one, two has no power -- hey,
listen. (overlapping dialogue) Not in the long run, even in
the short run. Even in the short run.

JERRY: But as to the power as to where the decision-making is
made, if you don't have effective leadership, you have
short-sighted leadership, I would say that much of the
power would flow through the ability to raise money. With a
lack of foresight (inaudible; overlapping dialogue)...

FRIEDMAN: No, no, no. What you're saying, Jerry, is what we've
already covered long ago, [01:36:00] that people who give
big money and who get big money... (overlapping dialogue)
So what are you saying?

JERRY: I'm saying -- I think the question is what is the key
to decision-making, OK? And we're saying an objective, a
goal, a vision as to what it is. And I'm saying it's a
vision where the goal can be lost under the groundwork for

a couple of years. To me, the key to decision-making can be those that are effective in raising.

FRIEDMAN: No! No!

BEHAR: What I was saying is...

FRIEDMAN: Watch the semantics.

BEHAR: And I think that's a problem.

FRIEDMAN: The key to decision-making -- the key to decision-making -- is -- what? The ability to make a decision. That's what the key is. The ability to make the decision. What do most communities bog down in?

BEHAR: Let me ask you a question a different way.

FRIEDMAN: Go ahead.

BEHAR: If you had the possibility of being the president of the American Jewish Congress, or the president of the federation, what would you do if you want to [01:37:00] make a difference?

FRIEDMAN: The federation.

BEHAR: Why would you do that?

FRIEDMAN: Why would I...

BEHAR: Why would you be the president of the federation (inaudible; overlapping dialogue)...

FRIEDMAN: Because it deals with more things than the American Jewish Congress deals with. American Jewish Congress has a smaller, limited agenda. It's operating on a smaller stage. It's affecting history less, in your town. I don't care if the president of the American Jewish Congress meets the president of Hungary and Bulgaria and the North Pole. What the hell's that got to do with the Jews living in your town?

BEHAR: (inaudible; overlapping dialogue)

FRIEDMAN: He's operating on a different stage, which I call smaller. That's my opinion. Mr. Bronfman wouldn't necessarily agree. He would think his stage is bigger. (inaudible) argue with him. My definition is the power lies in that local community. The power doesn't lie anywhere else. You can cancel out and [01:38:00] bomb out the CJF and the UJA and every national organization in the country, the local community would still live, the local organism would be alive, the local organism would come out of all of this heavy bombing rebuilding itself, and slowly it would reinvent the wheel and it would start again from where it was a hundred years ago. The source of power is in the local community. The director of the federation is the

single most powerful Jewish civil servant in that town. And the handful of them -- and that's all there are, in all America, there are 200 federated communities, what the hell are we talking about? A hundred and fifty of those guys are mediocre. And so the 50 of them that have got some kind of vision and brainpower and imagination and energy, if they ever wanted to get together -- which they do. They have something called [01:39:00] the large city budgeting committee, or whatever it's called. They deal with trivia. "What advice shall we give to our communities as to how much money should be spent on this or that?" They don't control anything. They're a recommending body. So we never get the advantage of decision-making, even by 50 of them getting together. Which makes the individual conduct of every one of them even more important, because you do not have the benefit of their united conduct. So it all boils down to that one little turtle, with a hard shell around him or her, that plods along day by day by day, building, building, building, building. It's a highly-paid job. It determines everything that happens in the community, or could, or should, in my theory. And there is nothing -- nothing -- more honorable [01:40:00] and has more power

than an individual rabbi in town who comes and goes, than an individual principal of a high school in town who comes and goes.

You know, in England they have a phrase, which maybe describes it better -- His Majesty's permanent undersecretary for -- whatever it is, health, transportation -- permanent undersecretary. Undersecretary. The minister's a political appointee. The minister comes and goes, like the president of the federation, comes and goes. The undersecretary is the executive director. He stays. He comes and goes too, because he gets tossed around, and he's not good, and he gets replaced. But if he's cool, he stays. And he builds. And great communities exist [01:41:00] when great executive directors built them over a long enough period of time. Some guys stay a long period of time and they wind up with their people complaining about them. Some guys stay a short period of time, and their community complains that they're like butterflies, they hop from one job to another, they don't stay long enough to do anything. The best one is the one who sets his or her sights far in advance, with a long

view. Get yourself in position. Do all the studying you have to do. Get all the experience at lower levels. Become known. Hit that spot where you get put into a good, strong community, and stay there for your life, and do it. Nothing more rewarding. Nothing. That's why I say that's where the power, that's where the importance of the job is. The importance of the job lies in the potential for [01:42:00] creativity. And on top of that, it's not like some *melamed* in the *cheder* in the nineteenth century. It pays 100 grand. That's big dough. Big dough.

You know, almost two hours have gone by. We've got to quit. We got 10 minutes. Look, down through B, if you go down through B, this is just some personal hints about building an organization around yourself. It's all geared toward the same thing of making yourself useful, valuable, and prominent. "Make friendships and working relationships with other lay people or the leader who seems to have similar ideals and goals to yours. These are your ideological allies." So [01:43:00] every politician builds around himself -- there's a guy, by the way, in this new MetroWest group; I recommend you get to meet him. His name is Douglas

Berman. He is the state treasurer of the state of New Jersey. He's the number two man to the governor. The governor -- New Jersey had the most powerful governor in the United States. He's the only elected official in the entire state of New Jersey. There's not another official who's elected. Everybody else is appointed. Everybody else is appointed. The governor's the only man on the ballot. Florio. So Douglas Berman is appointed to be the state treasurer, so he's the number two to the governor. He's a lawyer. Nice guy. Graduated from Yale in '74. He's a cousin of mine. [01:44:00] You know, he's just a nice, normal-looking guy. But he was the campaign manager for Florio. He was the campaign manager for Bill Bradley's senate race. He spends time with Bradley now, trying to figure out if Bradley wants to go for the presidency or if he doesn't. I don't think he does, and I don't think he should. But that's my opinion. Doug is very cool, and he says, "Look, if he wants to run, I'll go with him, and I'll run his campaign." Florio can't function without Douglas Berman.

You want to be the leader of your federation? You can't function without two, three, four people around you who are

your ideological allies. They agree with your ideas. You've talked it out in long, intimate sessions. [01:45:00] And you've got to have -- supposing you became the president of the federation! And supposing you look around you and you see that the people who are in key positions around you in the federation, they ain't your kind of people! You don't have enough respect for them. You don't think they're smart enough. Or whatever you think. Have you got a half a dozen names of people in your back pocket of people that you're ready to appoint? You want to be president 10 years from now? How about 5 years from now? You'd better look around town, look at these guys, see if you want him, see if you want him, see if you don't. They may be presidents ahead of you. They may decide they want you, or they don't. Every person who's a leader has got to have a group of people around him, whom he can depend on in a pinch. And [01:46:00] I tell you, from personal experience, I have been a lone eagle all my life. I do not have, never have had, any group of people. That's my fault. That's my problem. And it's on the basis of that that I'm telling you that it's a wise move for you, as you build politically, politically, as you build your careers.

Number two: "Make friendships with those who are at or close to the top of the hierarchy," so when you get up there, people already up there will be people you know. So you have a bunch of familiar faces. You won't be a stranger to them; they won't be a stranger to you.

Number three: "Draw people to yourself by the power of your ideas." I'm saying that because this [01:47:00] whole rubric is based on political. And when you think of political action on your part, to get yourself to the top, very often you think of political leaders who win their allies by patronage, or by corruption, or by handing out dough, or handing out contracts, or by bribery -- all kinds of things, the way political leaders build machines. No, that's not how you will build your machine. You build your machine by the power of your ideas. First of all, that's pure, and it's clean, and it's not corrupt. Secondly, it's much more lasting than any other way. I mean, money just slips through people's fingers so fast. You can sprinkle it around like confetti, and somebody's going to forget five years later that you got a job for his nephew and you

slipped [01:48:00] him 20,000 bucks in order to do this or that, and you wrote it off as a business expense, and -- people never remember those things. They're not lasting.

What's lasting is if you got the thrill that you shared your ideas with somebody, and the two of you suddenly realized you're on the same wavelength. And then it's like falling in love! Ideas help people fall in love with you. Leaders who have people in love with them have followers, so then you're a real, honest-to-God, leader. The opposite of love is hate. If enough people hate you, you're also a great leader. Because that means you've generated enough excitement, you've been controversial enough to have some good ideas, and other people disagree, but you're not a namby-pamby. [01:49:00] You are a personality.

Number four is just a hint of the way that you can get a small group of people around you. "Like-minded friends --" -- like-minded people, people who seem on the same wavelength with you -- "-- form them into a study group." You know the value of how people studying around the same table can bond together, OK? Well, it doesn't have to be as

formal as studying around the table. And that's why I say meet in your own home. Let's make believe that you zero in on 5 people, 5 couples, that's 10 human beings, and you and your wife are 12. So you've got 12 people sitting around your living room. And you're going to meet once a month. And you're just going to have a general schmooze session, general bull session. And the only item [01:50:00] on the agenda is one word, whatever word you want.

Recreation. Let's brainstorm whether our community has enough recreational facilities. Let's take a look at the playgrounds of all of the schools that we have. Does every school have a good playground? The answer's no. Is there any way that we could put a playground near every school or every community center? When people build community centers, do they leave enough room for playgrounds? You know the size you need for a football field? Or baseball field? It's big. When you go to build a community center, do you buy that extra land for that extra half a million dollars in order to have a nice big recreational playground? No. Nobody does. Shouldn't we? [01:51:00] So you're schmoozing in your living room about something that

seems as far removed from war and peace and one Germany and two Germanys and Shamir and all the problems of the world, and you're talking about baseball fields next to the day school. You want to know something? You're not going to be able to do one damn thing about the one Germany or two Germanys. Forget it. I mean, you're like the guy, you know, the guy says, "My wife and I, we divide up between us who's going to take care of the big things, who's going to take care of the little things. She says to me I'm the man, I should take care of the big things. Big things are war and peace, and I should take care of all of the big things. She's going to take care of the little things. She's going to take care of the checkbook and the budget for the house and paying the taxes and sending the kids to school, and those are little things. She's going to do those." So the guy says, [01:52:00] "I've been conned! I've been [youked?]. I'd rather take care of the little things!" That's right. They're not little things. Sit in your living room with five good friends and talk for a year about recreational facilities to help make the town a better place. The Jewish town a better pla-- the Jewish community. You'll have your allies. You'll have your friends. You'll

have your little group of cohorts around you. And you'll begin to do some long-range brainstorming. It's quarter to one, we're supposed to quit. Yes, Alan.

ALAN: (inaudible) B5 would be you need to master your listening skills.

FRIEDMAN: "B5..." Where are we? "Master your listening skills." Good. Anybody else? [01:53:00] [Fern?]?

FERN: I want to go back to your committees. If the top federation leader is the goal, at some point, in some way, the committee you've got to get involved with is campaign - - it's too unprofessional, it's too (inaudible) -- I say that get campaign experience. Because in the long run, while the exceptional person who's had the planning job and the allocation job gets the executive director job or the president's job, it's really that plus campaign (inaudible; overlapping dialogue).

FRIEDMAN: Yeah, well, that's -- I said that. I thought I said it very clearly. And when we get to lecture three we talk about how to do it. It's mandatory. If all you are [01:54:00] is a big talker, and you don't raise a buck, and you're not interested in it, and you don't know how to do it, and you're afraid of it, then you can't be a leader. No

way. So I think we covered that. Nothing else? Goodbye.

Have a good lunch.

BEHAR: Thank you.

FRIEDMAN: You're welcome.

RICHARD: Thank you, Herb.

BOB: Herb, is Wednesday's compound (inaudible) you're going to be? Where is that, the hour you spend with (inaudible)?

FRIEDMAN: Sure, yes. I think so. On the other hand, you know, Bob, read through the minutes, and if you see that you don't want to do it and you want to go somewhere else, then what you have to do, what you have to do, is tell me you're not going to be here, and tell somebody else you are going to be there. But yes, the answer to your question is yes, it's going to be in a lot more depth.

BOB: [01:55:00] You piqued my interest. I just want to make sure it just wasn't going to be a repeat, that each thing (inaudible) --

FRIEDMAN: No.

BOB: (inaudible)

FRIEDMAN: No. Each thing. (background conversation) Let's see. I got this -- as I said, you're welcome to take this outline for all the five lectures.

BEHAR: You know, I had a comment regarding power and money.
And the reason why I made it is if you look at the
organized Jewish community in [k'hila?] --

FRIEDMAN: Yeah.

BEHAR: -- where you have the (inaudible), you know.

FRIEDMAN: Yeah.

BEHAR: -- or you have the -- which has no money. But talks
about all the political issues involved, and...

FRIEDMAN: It's a meaningless committee.

BEHAR: And you talk about the organization that does have the
dollars. That will make this thing happen. The power is
here is not here.

FRIEDMAN: They're not two separate things.

BEHAR: But they were! I mean...

FRIEDMAN: No, they're not. No, they're not. No, [01:56:00]
they're not. And if you make them...

BEHAR: In the federated process it's not. In the federated
process I agree with you.

FRIEDMAN: That's right. Well, we're talking about America.

There's no -- back in nineteenth-century European k'hila
system in America, no, no more.

BEHAR: I know that.

FRIEDMAN: No more.

M4: Were you never on the commercial side? You were just someone who was commercial and switched over?

BEHAR: Yeah. Became an executive director of --

M4: Of that agency?

BEHAR: Of an agency.

M: Thanks.

M4: OK.

M: It's really in--

END OF AUDIO FILE

