

C-7419 to C-7420 Transcriptions

Wexner Heritage Foundation. Boardroom discussion.

[Snowbird, Utah]. 5 July 1990.

Male attendee:

Nope. I got mine from yesterday.

Herbert A. Friedman:

Okay. Um, fourth lecture in the series. Anybody uh doesn't know uh about the series? Anybody out of sync completely? Anybody here for the first time? One, two, three, four, five. Alright, apologies to everybody else. We've been running a series of five lectures, you can see it right on page one, page one, you look fast, you see the underlined designations. Uh, we've divided up the role of the leader into five areas of action, functions he's gotta do. He's gotta be a politician in order to get up to the top to be the leader. Gotta get people out of the way, you gotta kiss a lot of you know what, you gotta work, you gotta fight off your enemies, you gotta keep pushing yourself, you gotta get known in town, you gotta run committees, successful projects, pretty soon somebody'll say, after about five years, "Hey, this guy's a comer." Takes time. Um, you're

volunteering your idealism, but that doesn't help. You want somebody's job up there, and you're gonna knock somebody off, and, I'm not talking about it in a nasty or aggressive way. I'm talking about in a purely pragmatic way, leaders have to get to the top the long hard way. Think of a, think of a presidential election campaign. Someday this country's gonna get smart and it's gonna change the rules, and election campaigns are gonna be sixty days long, with a ten day uh moratorium, for ten days just before the election, to stop uh dunning people and let 'em clear their minds and decide whom they wanna vote for. And, there's gonna be a cap on spending, and uh, there's gonna be wiping out all the PACs and there's gonna be a whole cleanup, because the thing is just really getting bad, and there's a lot of dirty money slushing around, there's a lot of soft money that never gets reported, there's everything wrong with the system and everybody knows it, but the trouble is that you gotta get politicians, who live by that system, to vote it out of existence, and that's the tough thing to do. So, it might just come from presidential fiat one fine day. You might get a president who's really an idealist, and you might get a president who's strong enough to say, "I am issuing executive order number so-and-so" and he doesn't have to go to Congress,

and he doesn't have to change the Constitution, and he's gonna issue an executive order that will just change the rules of elections, and that'll make it a lot cleaner.

Uh, one fine day the Israelis'll wake up and change their electoral system too, because that system guarantees paralysis. Um, the Germans are going to an election on December the 7<sup>th</sup>. There's already a fight over the question of, they have a system like the Israelis in regard to um proportional representation, but the thresholds are different. The threshold in East Germany is 3%. You have to win three percent of the vote in order to get anybody elected into the parliament. By the way, in Israel the threshold is 1%, and that's what the hell the problem is. 1% is 22,000 votes, approximately. So if you can get 22,000 guys to vote for you, you got a seat in the Knesset. If you got one seat in the Knesset and it's a swing seat, and the big parties want you, you might win a cabinet post for your lousy one seat! You know, that's how, that's, a threshold of 1% is crazy. The East Germans have a threshold I think of 2, the West Germans have a threshold of 5%. That's already more kosher. So, uh, someday the Americans will come to that. The leader as politician.

Number 2: The leader as a general. General, commander, mobilizing forces and strategizing the concepts that go into building a good campaign.

Third, the leader as a fundraiser. He ain't just a boss sitting on top. General Patton used to go into battle wearing two ivory-handled pistols. Never fired 'em, but that was one hell of a picture up there, you know, him in the lead jeep with those two holsters and those two uh six-shooters with ivory handles.

Uh, today we're gonna do the leader as manager. And that's funny, because manager is micro stuff. Leader is macro stuff. But you cannot just do macro stuff without knowing how to do micro stuff. You can't do it! You don't have to practice micromanagement very often, but there are certain cases when you do have to, and that's what I wanna discuss today. And then tomorrow we'll do the last one, which is the leader as the great visionary. Okay. So it, now you people are up to speed, more or less. Therefore, would you turn...And by the way, take these and read 'em, and read the other three previous, 'cause everything that we're doing is, uh, yeah right [laughter]...That's a boy! Michael, uh "Richard Berkowitz will be attending your class arriving late." [indistinct comments from group] I had you

marked absent, kid. You told me at the beginning of the week  
you're gonna be here every day!

**Male attendee:**

Season tickets are hard to get

**Herbert A. Friedman:**

Yeah, well he forgot where he was. Anybody get that sheriff  
badge or not?

**Male attendee:**

It was thirty-five bucks...

**Male attendee:**

[bang] Dammit...

**Herbert A. Friedman:**

Oh, no, no, no...

**Male attendee:**

That's what someone told me...

**Herbert A. Friedman:**

Thirty-five dollars!?

**Male attendee:**

Told me that they looked...

**Herbert A. Friedman:**

Crazy.

**Female attendee:**

For what?

[indistinct comments]

**Male attendee:**

We need to go to the Dodge store.

**Herbert A. Friedman:**

That's right! Okay, so, those of you who were here for the first time, take the whole set, read the whole set, 'cause it's all part of a total package, okay? So, no let's turn to page, tchoo, tchoo, tchoo...

**Attendees:**

Fourteen.

**Herbert A. Friedman:**

Where?

**Attendees:**

Fourteen.

**Herbert A. Friedman:**

Fourteen, okay. Page, there we go, page fourteen. I'll put this away...When we talk about the leader as a micro, as a manager, and I say micro, it's not always so micro, not always so micro. I picked three things, three items for today's discussion. Look at that, Roman- uh, capital A, is Boards, boards, [Hebrew word]. How to pick people for boards. Boards are a very important thing in the whole set up of anything you want to run. You want to run a synagogue, you got a board; day school, you got a board; oh, a center, you got a board. Everything can be under the Federation, which has its own board, but everything under it has got its own boards. There are board-

proliferating boards. The trick, apparently, is that you gotta get about ten thousand people in town on boards, 9900 of 'em who don't know how to do anything, don't know why they're there, don't understand the issues, don't vote right, don't know anything. It's all a big, huge, rubber stamp operation. It's intended, I suppose, to distribute *kavod*, honor, and a guy feels...or wom- I mean a guy, if it's a woman...A person feels honored to be invited to a board, where instead they oughta regurgitate, because um uh sitting on a board is about the worst punishment you could do to anybody. If somebody ever came to me and said, well not if, whenever somebody comes to me and says, "Sit on a board," I say, "What have I done to deserve this?!" I mean, it's like a punishment, and I don't accept, and I say if you want me to help you with anything, I'd be glad to. Want me to help you by being a sounding board for your ideas, sure. Want me to help you raise some dough, sure. You want me to help you to check out whether this program or that program is any good, sure. But I don't have to sit on a board to do those things. You've got my telephone number, and you know that I always say yes to anything anybody asks me to do, if I can humanly do it. But I beg of you, don't put me on the board, please! 'Cause I ain't gonna come! I'll never come to a meeting. I'm telling you



now, never, I mean never, never. I don't care how important you tell me it is. I don't care if you tell me that the board meeting has to decide whether to sell the building at a two million dollar loss, I'm not gonna come to the meeting, 'cause you've already decided whether you're gonna sell it or whether you're not gonna sell it. [Laughs] You don't need me to come to the board...You want to ask my advice, should you sell it, come ask my advice and I'll tell you, I'll try to smoke around, find out what's going on, see if we can do better...I don't, no board, out.

However, that's just me! The more of you that it gets to be, will be good. You'll change the system. But until you change the system, you're stuck with, and so long as you're stuck with it you gotta play by its rules. You got no choice. So I plead with you to make the necessary revolutions, to change the system. I really am pleading with you! And at the same time, I'm trying to tell you how you have to work the system, so long as the damn thing exists.

**Sabi Behar:**

Excuse me. When you were the UJA, you had a board...

**Herbert A. Friedman:**

No. [Indistinct attendee comment]. Do you understand the word no?

**Sabi Behar:**

You weren't on the board of the UJA?

**Herbert A. Friedman:**

No.

**Sabi Behar:**

When was it?

**Herbert A. Friedman:**

What do you mean "when"?

**Sabi Behar:**

You were in charge of the UJA...

**Herbert A. Friedman:**

Yeah! I ran the UJA, for the whole country.

**Sabi Behar:**

There was no board?

**Herbert A. Friedman:**

There was a cabinet. Their names were all on the back of the letterhead. I had three hundred names here. That's all the *kavod*, everybody was on the letterhead. You think I would call a meeting of three hundred people [laughs]?

**Sabi Behar:**

...vice presidents, or the national vice president...

**Herbert A. Friedman:**

Couple of officers. Oh yeah, I had three, four officers, yeah sure. That's different! Yeah, call 'em whenever you want. When you have to make a decision, you get a few guys around.

**Male attendee:**

That's right.

**Herbert A. Friedman:**

Now when you have to make a very big decision, that's got, kind of legal, I mean, um, like, like, let's see...

**Attendees:**

Borrowing money...

Changing the name...

**Herbert A. Friedman:**

Oh, right, okay, take a thing like that. The first loan that I ever made, uh, borrowing, by the UJA, we, we decided we needed, it was fifty million dollars. I'll tell you when it was...it was in the middle '50s, somewhere, as far back ago as that. Borrow fifty million dollars, in those days, man, that was something, Sabi, that's like going out and take a billion dollars today. And there were seven banks, all the big non-Jewish banks of uh, of New York, Manufacturers', Hanover, not a Jew on the board, Chemical, not a Jew on the board....Seven of them. And, we, we, er, made our phone contacts, and we had a guy who knew one fellow on the board of Bankers Trust, and he started there, and we're gonna make a syndicate, and you guys can all have a piece of it, and you'll all make money on it, and who wants in, and who wants out, and uh...The discussion

started, and the deal was finally made, the deal was finally made. Each bank got, decided what it wanted, "I'll take three; I'll take seven," everybody took a piece of it. Okay, now, uh, we gotta sign notes. So who's gonna sign the notes? Okay. The chairman of the UJA for the whole country was this famous uh German, uh, War- uh family, Warburg, Edward Max Moritz Warburg, of the great Warburg Bank in Han- in Hamburg, in Germany, and um, uh, three hundred years ago their name in Italy used to be Del Banco, uh and they were a family, they moved from Italy up to the north of Germany, and uh, and they are the founders of Kuhn Loeb, and Goldman Sachs, and Oppenheimer, and every German uh bank, private bank, merchant bank, that later on turned to be stock brokers, as the economy changes. Everybody was started by Warburg, and to this day there's a firm, Warburg, Pincus, and Company. Okay? So Mr. Warburg is the chairman of the UJA, and I am the Executive Vice Chairman of the UJA. The Jewish Agency knew we were borrowing the money. They just knew. I mean, we, there's nothing in writing, there's no resolution, there's no nothing, there's just a decision. And they're hungry for it. The JDC knew we're borrowing the money. I'm mentioning those two because they are the partners that make up the UJA, okay. There's no board to call together to authorize, the, our two

signatures, according to the by-laws are sufficient. The Chairman and the Executive Vice Chairman can sign on behalf of the organization. What's the collateral?

**Male attendee:**

The good faith of the Jews...

**Herbert A. Friedman:**

Absolutely. The good faith of the Jewish people...

**Male attendee:**

There's a book written about that...[Friedman laughs]  
Seriously.

**Herbert A. Friedman:**

There is?

**Male attendee:**

Yes.

**Herbert A. Friedman:**

Well I don't, I never read the book. [indistinct attendee comment] Who?

Male attendees:

Gottlieb Hammer.

Gottlieb Hammer.

**Herbert A. Friedman:**

Gottlieb Hammer was the middle man we used to start the negotiations with the banks! That's...

**Male attendee:**

Called it *Good Faith and Credit*.

**Herbert A. Friedman:**

Is he still alive?!

**Sabi Behar:**

Yes. He lives in Miami, he's a member of my synagogue...

**Male attendee:**

But there's a book called *The Good Faith and Credit*, and it talks about those loans...

**Herbert A. Friedman:**

I couldn't believe it! I never heard about the book. I thought he's long since gone. He lives in Miami? Huh!

Jack Levine:

That, uh, that is long since gone! [Friedman laughs; attendees groan]

**Herbert A. Friedman:**

So, we get to the table, and so there's no board, Sabi, so far there's no board. And, the, it's, we're at the closing. You know, you all have been at a closing. The papers start shuffling around, you know [grumbles]. So the seven Vice Presidents of the seven banks are taking up like about nine-tenths of the table. So there's fourteen of them, each one had his lawyer with him. So it's two for each bank, is fourteen, and squashed in the middle over here is Warburg and me, see, two of us. Papers, papers, papers. Sign, sign, sign, sign. The lawyers scoop up all the papers, the way they always do, and then um, I said, "Okay,



gentlemen, we will accept the checks." The seven checks come across the table, I had an envelope here, and I look at 'em, put 'em in the envelope, give 'em to Warburg, he puts it in his pocket, fifty million dollars in his pocket. So then this old, white-haired, distinguished gentlemen from um Manufacturers uh stands up and says, "Well don't you think it's time for the speeches now?" And uh he made a little speech about how the banks were very happy to cooperate and how wonderful it is that such great historic things can happen on such good trust, and um, he wishes the State of Israel well, I mean, here, we're just about ready to get into the first war... Uh, what do you think we needed th dough for? This was, I think, let's say this was '55, I don't remember the year. We were, this, the, the, we were going into the '56 war, um..."And how we hope Israel grows and progresses, and the," blah blah. And then he says, "Well, would one of you gentlemen like to make a speech?" And Warburg, he hated that, so he gives me a, you know [laughter]. So I stand up, and I said, "Mr.," I forget his name, Rutherford or some nice name, "Um, I think the, really the thing we ought to do is have lunch, but if you uh insist on speeches, I think I've got a very short one to make. Um, I'd like you gentleman to know that the conditions under which you are granting us this loan are

perfectly valid and solid and you have the record of the figures of the campaigns of the last few years, and our projections for the next few years, so that's your collateral and you're pretty safe about it. But I also would like you to know that just in case anything serious happens, and the campaigns can't produce the results, I, who have signed on these notes, am not good for it. [Laughs] I'm not good for fifty million dollars. Now, maybe he is!" Warburg loved it! He just started to laugh, all those guys started to laugh. It was riot! And you borrow fifty million dollars that way! Well, after that, hell, it was nothing. You want two hundred million dollars, you get a few of the insurance companies together...After a while, I switched from banks to insurance companies, 'cause that's better money. It's easier, it's quicker. They got less hassle, less bureaucracy. They got less government control on them than the banks do, et cetera. But that established a...Can you get me a copy of that book? I would love to see it.

**Sabi Behar:**

You want Gottlieb to call you?

**Herbert A. Friedman:**

Rabbi Herbert A. Friedman Collection, C-7419 to C-7420. American Jewish Archives, Cincinnati, Ohio.

No, but if you have an address...no, don't let him call me, he talks a lot. Uh, but I'll wanna call him. The next time I go to Miami, I gonna...

**Male attendee:**

You have to read the book, and what he...

**Herbert A. Friedman:**

Yeah, right! [laughs] Right.

**Male attendee:**

What did he say about Herb in the book that...?

**Male attendee:**

Wait til you see! [Laughter]

**Herbert A. Friedman:**

You gotta be kiddin' me!

**Male attendee:**

Uh, I dn't remember what it said. It's all about the borrowing, it's exactly all what you just talked about. The whole book!

**Herbert A. Friedman:**

So, it's true. [Laughs] [Group laughs] [Unclear comment from attendee] Nope. Everybody tells me I ought write a book and tell all these stories, and I suppose I should, but I gotta, I gotta find time to sit down, do it, that's the problem.

**Female attendee:**

Just dictate it.

**Herbert A. Friedman:**

Yeah, just dictate it, that takes hours and hours and hours!

**Female attendee:**

Well, [unclear] secretary...

[Indistinct chatter]

**Herbert A. Friedman:**

Anyway, anyway, anyway, that's, the, boards, boards. Number 2, that I have here, B: How to run an agency. An ag- any agency. Any one agency. Supposing that you wanna become the president of the old folks home, one agency in town; supposing you wanna become your, your ambition as a leader is to become the president of your synagogue. Any one item, not the whole federation, that's what I mean by an agency. Let's talk about that. That's micro, that's managing one agency, not the whole, uh the whole kit and caboodle. That's the second item, and the third one I wanna talk about, uh, a budget. Budget. Number C: How to prepare a budget and live within it.

Okay, so those are the three things we're gonna talka bout today. Anybody have anything else they would like to talk about, let's put it on the agenda right now, under the term of managing.

**Sabi Behar:**

Yeah, how to do with the professional...

**Herbert A. Friedman:**

[Writing, speaking slowly] "How to deal..." I don't know what that means, you'll explain it later when we get to it. How to deal with, "a professional."

**Sabi Behar:**

With *the* professional, because you know, it's a partnership between the professional and the lay...

**Herbert A. Friedman:**

It sure it!

**Sabi Behar:**

Alright, so then how, how do you...

**Herbert A. Friedman:**

How do you relate?

**Sabi Behar:**

Right.

**Herbert A. Friedman:**

How do you work out a smooth running, synergistic...

**Sabi Behar:**

Because I might have a concept, and you're the [unclear]...

**Herbert A. Friedman:**

Ah, got it, fine, okay. Anything else anybody wants to add?  
Yeah?

**Male attendee:**

What if your professional can't meet with your vision...

**Herbert A. Friedman:**

Well, it's the same thing, it's part of what Sabi's asking about. When we get to relationships, and if one of you can't deal with the other, what happens, who shoots whom?

**Male attendee:**

Well, it's not really that but [unclear], because I know what Sabi's been talking about. But...talking about, if the vision extends far beyond what that exec is capable of, but the exec is very capable, I mean...

**Herbert A. Friedman:**

Okay. I'll, I'll handle it. We'll put those two together. Okay. Anything else? Alright, then let's go.

Um...How to pick people for boards. The whole business of dealing with a board really depends on dealing with the people who are sitting on that board. So the crucial thing is to compose the board in such a way that it's a board that will be more than just a rubber stamp, that it will be a productive body. Remember how we're looking at this. If you can't revolutionize and throw the thing out, then you might as well work very hard to try to turn it into something useful. If you gotta live with it, then at least make it useful. And the only way you do that is by picking the people who are on the board very much differently from the way they are picked now. And I'm giving you what, in my judgment and long experience, is the best way to form your board. And I put down five categories of the kind of people you need on the board.

Number 1: You need some intellectuals, who can conceptualize from an abstract idea and also create new ideas. Now just, stop there for a minute and think of the boards that you're on. The boards that you're on. Miss, uh, Boraz, are you on a board? Any board?



Boraz:

No, but I work with the board. I'm not on the board, but I was...

**Herbert A. Friedman:**

You're not on the board but you were. How do, in what capacity do you work with them? How do you work with them?

Boraz:

I'm a fundraiser, and so I deal with the board members...

**Herbert A. Friedman:**

You're fundraiser of...You're one of the Korsen fellows.

Boraz:

Right.

**Herbert A. Friedman:**

Okay, what fundraiser, what, what's the organization?

Boraz:

I'm a spouse of a fellow, okay? I work for a non-profit in Chicago, not Jewish.

**Herbert A. Friedman:**

Not Jewish? Okay.

Boraz:

Right. And, um, so I'm the director of public relations, and I'm the fundraiser.

**Herbert A. Friedman:**

Okay.

Boraz:

And, uh, so I work with the board. Our board is composed of a lot of, it's *kavod* for a lot of them, and um, a lot of people just recently our president of the board, who helped, who mainly picks new board members, um in the last four years since he's been on, he has tried to shape it into...It is a very much a working board, it very much shapes how this agency is run, but there's a lot of people who don't want to play around with new

ideas. He's introduced people who can help the board with new ideas, with money, with um their expertise, things like that.

**Herbert A. Friedman:**

Do you have any...How many people are on that board?

Boraz:

Forty-two.

**Herbert A. Friedman:**

Forty-two. Nice small board. Uh, are there any people on, any members on that board whom you would call intellectuals? And now you can change that word anyway you want: academics, uh, thinkers, uh, you know what I'm driving at.

Boraz:

Yeah. Um...

**Herbert A. Friedman:**

Is, is any one among the forty-two?

Boraz:

I think maybe there's one or two, but I think they've cultivated [unclear]...

**Herbert A. Friedman:**

They haven't been cultivated?

Boraz:

In, on our board, to be used that way.

**Herbert A. Friedman:**

They're on the board, but they sit there, and they're quiet most of the time, and they don't say anything, and you haven't figured out how to exploit them yet...

Boraz:

Well, it's not my job...

**Herbert A. Friedman:**

I don't mean you personally. You, the agenc- the organization, the agency, hasn't figured out...

Boraz:

They're afraid to exploit 'em!

**Herbert A. Friedman:**

Sure! And until they're exploited, they're useless, and they might not as well be there. And when you do start to exploit 'em, then you're gonna have hell to pay, because they know how to talk, they know how to think, they know how to write. If somebody says, let's write a proposal, nobody on the board knows how to do it, so the professional usually does it, whereas when you got an intellectual on the board and somebody says let's write a proposal, he'll write it, or she'll write it. So nobody wants to open that can of worms. You establishment people hate intellectuals and academics and they know it! And that's why you don't get 'em on your boards, and that's why you don't get their brainpower, and that's why I put that down, number one! It's got nothing to do with *kavod*, it's got nothing to do with whether they can give you money or get you money. You don't want 'em for money, you want 'em for their *kop*, and you don't go after it, and so you rise to the top of some organization or anything, agency, any, any, uh, portion of the Jewish community, and certainly this applies to your federation board...Get yourself some number, not one, 'cause he'll, or she

will be lonesome. Not two, because one might miss a meeting, and then the other one won't have time to fill them in. If you got a board of forty-two people, you could easily absorb three intellectuals. It wouldn't be too much, they won't overload the moneymen on the board, and they won't overload the power brokers on the board. Three, you can live with. Yes, Jack?

Jack Levine:

What about members of the rabbinate?

**Herbert A. Friedman:**

Members of the rabbinate? If they're intellectuals; most are not.

**Jack Levine:**

How do you tell...

[Laughter]

**Herbert A. Friedman:**

[Laughing] Come on, come on, come on! Face it...What?

[indistinct comment]

**Male attendee:**

Rabbis can serve that roll...

**Herbert A. Friedman:**

Absolutely! Of course they can. That's why, the only, the only condition I put on it. If we're talking about you must have on your board an intellectual component, and let's call it, let's call it, make it even, 10%. She got a board of forty-two, she oughta have four intellectuals on the board. So using that as a rough, a rough guideline, and it doesn't mean exactly four, it could be three, it can be five, two...Only, not one. It's gotta be more than one. Guy's gotta have company. Um, if, if, if uh, if you qual- if your rabbi, the one you have in mind, qualifies, he's an honest-to-goodness thinker, he's not just some fluff PR guy, uh good relations with the non-Jews, eh, Christian Jewish goodwill...I mean, some rabbis are just not cut out. They're marvelous...hey only one of us can talk at a time. Um, they're marvelous fundraisers, or they are marvelous this, that, or the other thing; they're great PR people, with the major and the governor. They're great, they're the chairman of

the Israel Bonds, they do good things for Israel. Hey, it's not, it's not...You're not bad if you're a rabbi who isn't an intellectual. You're not bad, you'd be a good rabbi, in many other fields, but you're just not an intellectual. So this is the only thing, otherwise yes, of course rabbis.

**Female attendee:**

And he might fall, the rabbi might fall into one of the other categories.

**Herbert A. Friedman:**

He might. He might, sure.

**Sabi Behar:**

Rabbis are human beings.

[indistinct comment; laughter]

**Herbert A. Friedman:**

Okay, so, is there anybody who disagrees? Because I know that among your uh elders there are many who disagree. "Keep those crazy academics away from me!"



**Female attendee:**

That's part of the problem that most of us encounter on our boards today, or we have them, is getting the old boy network out.

**Herbert A. Friedman:**

[Laughs] Yeah, well, that's the revolution that you gotta make, and you gotta do it, even sometimes it's tough, or unpleasant, or you, you would like to be more...Be tactful about it, be diplomatic, don't...[End Side A, gap in recording]

[30:14]

**Male attendee:**

...talk about, you know, to raise the tuition. [Friedman laughs]. You know, to have somebody who would really be an intellectual, thinker...

**Female attendee:**

You gotta think of strategies to get 'em off, like forget to put their name on the letterhead, and then they get angry and they quit...

[indistinct comments together]

**Herbert A. Friedman:**

Secondly, secondly, you need some pragmatists, who can subject ideas to the tests of reality, political reality, financial reality, et cetera. So, this is what I'm, this is, uh, the beginning of a building of a balance. You get yourself creative thinker who's gonna come in with some great new idea of how something should be done. Now you're gonna have a balance on that board, not somebody who'll say, "Oh, we can't do that because we can't afford it!" That's the first damn thing you always get, you always get that, without anybody thinking three minutes, right away he'll bang out, or she'll bang out...Eh, by the way, let's get it clear about the grammar: When I say he, I mean he OR she, and if you would prefer, I will say she all the time and I mean he. I don't care...

**Male attendee:**

It's okay, Michael [inaudible]

**Herbert A. Friedman:**

Michael who? Oh we got a fanatical grammarian? Okay. Oh, Michael Helman! Oh, yeah, okay, okay.

**Male attendee:**

...she struck the word "abroad" yesterday from your thing.

[Laughter]

**Female attendee:**

That was good, Eliot.

**Herbert A. Friedman:**

So, um, you want somebody who's a very pragmatic person and who will give some thought and who will react thoughtfully, point out, pointing out, some pragmatic facts which have to get thrown into the hopper as you're trying to make this decision. A pragmatic person is usually quiet, usually thoughtful, quite firm, soft spoken.

**Male attendee:**

Speaks less.

**Herbert A. Friedman:**

Speaks less. Only speaks when he's really got something to say. And after some new, great, creative idea is thrown on the table, your pragmatic person will never be the first one to react. Never. Never! He wants to watch how the wind is going around the table, he wants to hear what other people say, he wants to puncture their arguments, or bring them into a better focus, and he'll be the third, fourth person to talk, but you need him. You need him very, very badly. Okay? And that's gotta, may be, that's gotta make up a certain portion of your board.

Number 3: You need some fundraisers who are gonna carry the main load of whatever you decide to do. And I don't know how often I hear the the complaints and the arguments about uh, "Geez, we got a board of thirty people, half of 'em don't even lift a finger!" Well that's not bad, if only 50% of them are dead heads. Uh, that's, that's about an average thing, and uh don't complain about it. Um, the r- the, the thing you could, you, you have a right to complain about it, board members who do not contribute anything to the enterprise. That's a no-no, and I would dump people immediately. I don't believe in these uh standards, you must give so much and so...Well, you've heard me say that so many times this week. I don't believe that a person, simply because he's on a board, should be expected to break his

neck for the, that board project, because the project of that agency might not be the most important thing going on in town. However, he has to be loyal to it. He has to be loyal to it! He must! And there's no such thing, in my book, as a member sitting on a board who doesn't contribute anything to the enterprise, uh, where he's sitting. No such thing. And if uh one cycle of a year went by in which there was a fundraising effort on behalf of, let's make believe it's the synagogue, he's on the board of the synagogue, he pays his dues, but then there's a big dance once a year, or a theatre party, or something, uh, in order to close a deficit on the budget, or pay for some special thing...And uh, when he's approached he says, "Listen, hey, come one, I pay my dues, and my wife's in the sisterhood, and she goes to their luncheon, and uh, no I ain't gonna buy any uh tickets, two tickets for five hundred dollars to the dinner. I'm not gonna do it." That's not permissible. Then he's gotta resign from the board. He pays his dues, he remains as a member of the congregation, every Jew has to do that, but he should not sit on the board if he will not finance, at least once during the year, one of the projects. If you got ten projects during the year, he can demur for nine of 'em, but not for ten. He's got to do one.

**Male attendee:**

That's the cost of *kavod*, huh?

**Herbert A. Friedman:**

Yeah! And you guys don't impose that. And you resent it, you resent the people who don't carry their weight. You're sore at them. You bub- you're, you're bubbling under the surface. You hear, I hear it all the time. But it's because you don't put the pressure on, and you don't set *minimum* standards of performance. That's all I want, minimum standards of performance. Doesn't have to be maximum, but at least it's gotta be minimum Yeah?

**Female attendee:**

Is it, is it alright to be pretty black and white about these requirements, when...?

**Herbert A. Friedman:**

When you say, what do you mean by alright?

**Female attendee:**

When you recruit a board member isn't it permiss- it is permissible to say, "Listen, you have a certain amount of responsibility to us..." you know...

**Herbert A. Friedman:**

Sure! I'm saying, not only is it permissible, it's mandatory! And I'm saying the problem is that in most places it isn't done.

**Female attendee:**

Right. I wouldn't get involved in something unless I knew, I, I flat out ask up front, whether it's a board or anything, what's expected of me.

**Herbert A. Friedman:**

Oh! That's the good way to put the question: "You want me to join your board, please tell me what's expected of me." Then, that's, gives you wide open opportunity! What's expected of you is the following: one, two, three, four.

**Female attendee:**

And then you have to be firm about it.

**Herbert A. Friedman:**

And then what?

**Female attendee:**

Then, see, uh, the rest of the people have to be firm about it. You can't let 'em slide on it.

**Herbert A. Friedman:**

No! Can't let any...Once, once the guy says you gotta bring me a note, then everybody who walks through the door's gotta bring note. Fred?

Fred:

Who makes, uh, most of the phone calls? I mean, that, the, I mean, the general uh experience that I've seen in Houston is that, whoever happens to be a close friend of the guy who wants to get asked on the board always makes the phone calls, "Yes, we'd like for you to join the Federation board, or the ATL board, or the whatever board," and whether you say to him, "What are the responsibilities?" or not, you're not gonna get the full picture. I mean, you, you, I don't know how it is in the other



cities, but you would almost have to change that whole system, where the executive would make the phone call, and say "We would like you to join our board, but we would like you to know these are the requirements of the job, if you take it," as opposed to the process, that I don't if it's, if it's as commonplace in the rest of the country...

**Herbert A. Friedman:**

Well, am I missing something? Why does it have to be any one particular person who has to say that? Anybody who is on a board, who is appointed, or delegated, to go and invite Mr. So-and-so or Mrs. So-and-so, has got to know how to make that little spiel! Anybody know...

Fred:

Well that's, that's the other alternative. I mean I, do, do you say, "By the way, you need to tell him that...A, B, C, and D"

**Herbert A. Friedman:**

Sure! Somebody, let's make believe that somebody...Who, who says to you, "The board had a meeting and the board has decided

to invite A, B, and C, three new people are going to be invited to join the board." Uh, and then, somebody says, "Well, Fred, you know him, you ask him to join the board." Alright, that's how it's usually done. So Fred has gotta know that the rules, the operating rules of the organization of the board on which he sits, you're already on it! You gotta know the rules of the board, and you gotta lay it down to him, "We expect that our meeting, our, our board meetings take place on the second Tuesday of every month. Second Tuesday, is that a good day for you?" And he says, "Oh, geez, come on, we got symphony tickets every Tue, uh, every Tuesday, uh and my wife won't sit still for it." So you got a dilemma. Well you're not gonna change the board, the the date of the fixed board meeting for him. So, it's a, then it's his call as to whether he wants to miss the symphony or not. So he says, "You gotta let me think about that. I gotta talk to my wife. Okay, you got any other conditions?" And you gotta go through the conditions with him, one by one by one by one by one. And one of the conditions might be attendance. "We really, uh, uh, permit two absences a year. We have ten meetings, nothing in July and August. We have two meetings, ten meetings, we agree that board members can miss two, but three strikes is out. Do you think you can handle

that?" And then you say, "Once a year we have a large fundraising dinner, uh, we do it in the form of a dinner dance. We want all the money collected in advance, we don't want to waste any time during the evening raising the money, but we have a fixed amount, and we've gotta produce every year more or less about three hundred thousand dollars for that thing. Every year it's about the same, plus minus, and every one of the board members is expected to participate in it. And uh, the range for you, it would seem to me, would be, um, that it's five hundred dollars a plate at the table, and the tables are of ten people each table is supposed to produce five thousand dollars, ten times five hundred, and we would expect you, uh, let's say, uh to take half the table and to be responsible for raising twenty-five hundred dollars. You, your wife, couple of other people. You gotta bring in, you're expected as a board member to bring in twenty-five hundred dollars; doesn't have to be all yours. Give and get." You tell it to him. Ah, he doesn't want to buy it, he doesn't buy it. He can be the greatest guy in the world, but if he doesn't want to conform to the terms that your board has set, he doesn't conform! And all you gotta be damn sure is that you walk out leaving him and you with a good feeling. You agree that he's not for the board, despite the fact that they

wanted him terribly badly. And you're sorry about it, and uh, and you'll, and you'll come back him again, you'll come back to him again. Always leave the door open, 'cause if he's the kind of guy you wanted, then you'll, he'll be the same guy next year! By next year maybe he'll get straight on the symphony tickets; maybe he'll get straight in his head that it really isn't asking him too much to produce twenty-five hundred bucks once during the year. Whatever it is, maybe you'll come back to him the second time, he'll say, "Okay, I can buy your conditions." So, don't go away sore, and don't let anybody else get you off track by saying, "Jesus, you didn't persuade him, you didn't sell him to come on the board!?" Don't let anybody do that to you, just tell them to shut up if they start with you on that, because you were working according to the rules, and what they're saying to you is bend the rules, loosen up the rules. And you can, to a certain extent, but not much! Okay, now what's wrong with that?

Fred:

No, I don't think there's anything wrong with it. I was gonna say that our experience in Houston is when people are asked to go on boards, there's like hints of responsibility...

**Herbert A. Friedman:**

Like what?

Fred:

Hints, there's hints!

**Herbert A. Friedman:**

Oh, come on!

Fred:

It's never said directly, it's like they dance around.

**Herbert A. Friedman:**

Come on!

Fred:

No, but that's how it is...[interrupted]

**Herbert A. Friedman:**

Yeah, but that's why you wind up with mediocre boards!

Fred:

Exactly, there's hope, that, that they hope these people with....

**Herbert A. Friedman:**

No, don't go by hope. Listen, I'm the most optimistic guy in the world. Five years ago when I started this thing, would, would anybody except me have believed that it would go like this? I am optimistic, I'm always full of hope, but I'm really tight. I mean, r-rules are for the sake of making something work. You gotta make something work, and you don't make things work by looseness and hints and all that. I can't...

**Female attendee:**

You don't have a nominating committee?

**Herbert A. Friedman:**

I suppose you do, I don't know how they pick...I just gave the...

**Female attendee:**

You don't have a nominating committee who can choose the [unclear word] board members?

Fred:

There's a nominating committee, which is fairly...Uh, federal, Federation particularly. You know, when you've got twenty or thirty people on there, they go through and say...[indistinct]...and the last time I was on it two years ago, I think like fifteen or twenty people, they go through the list, pick out the number of people they want, and then they say, "Alright, who wants to call 'em?" And either somebody in the rooms says, "They're my best friend," or such-and-such who's on the board is their best friend, and then, and nothing else is discussed, then we, we call him and say, call him and ask him to be on the board, and that's the extent of it, there's not structure...

**Female attendee:**

They don't explain to you, as a member of the nominating committee, the responsibilities of a board member?

Fred:

No. Most of us that have done it have been on the board for a while and know that generally, but it's never uh, it's never

discussed in light...There's no discussion, which is why I think Herb's point is excellent, in the nominating committee that when you call this person, you tell him A, B, C, and D, uh and if he can't do that, you shouldn't accept me on this board...

**Herbert A. Friedman:**

That's right.

Fred:

...none of that takes place.

**Male attendee:**

And it just sets up for failure, is what it does. Because then when the people don't meet expectations, says well his gift wasn't good, he didn't come to meetings, but they were never asked to do it to begin with!

**Herbert A. Friedman:**

That's right. Exactly! Why sand- why sandbag him later, and why poormouth him later and make nasty cracks about him later, when yo never told him upfront. Just tell him upfront! I'm a great believer, everything upfront.



**Male attendee:**

What about the fear of the saying of no, maybe that's the reason for this philosophy...

**Herbert A. Friedman:**

Well, so again you're leading from weakness. I'm afraid he might turn me down! Fine, let him turn you down.

**Male attendee:**

Reduce the size of the board.

**Herbert A. Friedman:**

Reduce the size of the board. He'll still, if he's still the quality you want, and you do it my way, leaving that door open, then I'm coming back to you, 'cause we will always want you, and it's up to you to think of whether you can come in on the, on the terms, so the ball's in his court! And you leave him feeling good, you haven't rejected him. He has rejected your system. You haven't rejected him. He'll argue whether your system is too rigid. You'll say, "Maybe you're right, but we gotta get some discipline this shop." And uh, and he says, "Well

why make me the first guinea pig?" And your answer is, "Well, geez, we gotta being with somebody. They didn't begin with me!" Then, you...

**Female attendee:**

How would you got about setting these standards?

**Herbert A. Friedman:**

How?

**Female attendee:**

Yeah.

**Male attendee:**

Standards...

**Male attendee:**

Would evolve...

**Herbert A. Friedman:**

If I were the executive...

**Female attendee:**

Would the board...

**Herbert A. Friedman:**

If I were the executive director, I would present the standards to the board, and I would ask for approval of them immediately, and I would put on the agenda, ten minutes for the discussion, no more.

**Female attendee:**

Alright. And then, the whole board knows that these are the new standards...

**Herbert A. Friedman:**

That's right

[several voices rising]

**Herbert A. Friedman:**

That's, right, that's right...I timed what my board meetings, whenever I do have 'em, and every item on the agenda has got a time next to it. Do you do that?

**Male attendee:**

Absolutely!

**Herbert A. Friedman:**

Fine. Good.

**Male attendee:**

We gotta get home before NFL football. [Friedman laughs]  
And it works! It absolutely works.

**Herbert A. Friedman:**

Alright, so now we're down to number 4. You need some compromisers on the board. You always need compromisers. You always need a deal-maker. Right? 'Cause somebody proposes something, and somebody else opposes it and you can see that the board is beginning to deadlock, and you can see that the damned thing is gonna go on forever and ever and ever and you're never gonna get to the NFL or the ABC or nothing. You won't get home for breakfast! So, uh, you gotta have somebody on a board with the special skill of managing to bring a compromise together. There's always gotta be one of those. And he, again, can't be

alone. 'Cause when somebody offers a compromise, quickly there have to be three or four people to back him up right away to say, "Okay, that's a good way to settle it." See? And when you talk compromises, you gotta have a good chunk. Like, if you got a board of forty people, you gotta have at least 20% of them, eight out of the forty, who are of the compromising type and whom you can always talk to in advance of a meeting and say, "Listen, if it ever gets, if the thing gets into locking horns, and if you see that Harry comes up and offers a compromise, I want you to back him up fast as hell." And if you get three, four, Harry's coming in, "Right, right, that's good, that's the way to do it..."

**Male attendee:**

Banks presidents do that real good a lot, I've found.

**Herbert A. Friedman:**

Not bad, that's good. They are like kind of senior. Alright. But I was saving them for 5.

**Male attendee:**

Oh, sorry [laughs].

**Male attendee:**

What about the one person who always tables it, wants to table it until the next time?

**Herbert A. Friedman:**

Well, the, the, the person who...The what?

**Male attendee:**

Procrastinator.

**Herbert A. Friedman:**

Procrastinators. The person who's running the meeting, the person, whether it's the executive director or whether it's the president, they, if it's one or the other anyway they're sitting side by side to each other, or should be. Then they do a little quick consultation...[man sneezes] *labri'oot*. They say to ea-, "What do you say, you wanna table it?" "No, of course that will kill it. The hell with it! Let's get it settled now." Okay, so whoever's in chair of the meeting says, "Out of order, we're not gonna procrastinate, we're not gonna table it, we're gonna settle it now. We've studied this thing, it's been two damn, two

subcommittees, damn thing's been on the agenda three times, now let's get it over. Yes or no? No, no tabling. Out of order." And if somebody starts yelling and getting nasty and pulling Roberts Rules, then the chairman simple says, "I don't want to table this. You want to put it to a vote? How many of you people wanna table it?" You never get a majority for tabling [laughter]. It's all in how the leader leads, for chrissake, always, always, always, you can't name me a single issue, so many of which boil up into huge community controversies...You can't name a single issue that can't be, can have the fire, you can put the fire out on every single issue if you are that kind of a leader. Clever, quick, think on your feet, and act very decisively, and you just let them know. I mean, "I'm democratic, you guys wanna vote, who wants to vote for tabling it?" Alright, so what are you doing, you're intimidating. Of course you are! You're not acting like a saint, you're acting like a dictator. But you see, that's when something...Not always, but sometimes, that's needed! That's an act, that's a style, that's a form of leadership, which has to be used, rarely, but if you get into a bind and you need it, then you use it! You can't over use it. I mean, again, that's all the cleverness of realizing when you've gone too far with a certain style and sometimes you gotta back off and be real meek,

and sometimes I do that, and when I do somebody says to me, "Are you sick?!" [Laughs] But still, at that moment, at that moment, I've played meek and mild. So it served my needs at that moment.

5: You need some "power brokers," and I put that parenthesis, in, in uh quotation marks because I, that, there's no clear definition of that. That can be a big giver. That can be a guy um, you know, for years, he's gone now, but for years, in in Miami, George Wise was recognized as one of the power brokers in town. He earned his stripes, he worked hard, a long lifetime for Israel; he worked a long lifetime for local community projects. A power broker. And if George Wise were, were on that board, particular board, and you felt that you needed not just the prepared in advance backing of some compromisers to bring it to a close, but if you need prepared in advance one or two power brokers who when they say something that kind of, you know, puts the Kosher stamp on it, and it goes through. So you, you always have to have...And those guys, by the way, one is enough, because they're so strong, they don't care if they're alone. They don't need anybody around them.

**Male attendee:**

Harry Smith is a...



**Herbert A. Friedman:**

Okay, Harry Smith is a power broker, sure. [indistinct attendee comment] What?

**Female attendee:**

George Wise was incredible personality...

**Herbert A. Friedman:**

So, I use a name like that give you an idea of the type I'm talking about. Okay, so, you put...Now let's go back. What's missing? Go back to number 1. You got yourself three, four, intellectuals on the board; you got two, three, pragmatists one the board; you got five good fundraisers on the board; you got six, seven, good compromisers; you got one good power broker. So what have I said...

**Male attendee:**

How about some workhorses?

**Herbert A. Friedman:**

Och! Now you need, you need soldiers. Now you need workhorses, soldiers, just plain folk You know...

**Male attendee:**

Givers.

**Herbert A. Friedman:**

What?

**Male attendee:**

Givers.

**Herbert A. Friedman:**

Givers. So, you see, you need...Depends on what size you want, depends how many chairs there are around the table, So, five, ten, guys like that, flesh out the board, up to thirty or forty, and ten of them are absent anyway. You gotta make sure that if you got a key issue coming up, that you're power broker is there, and your compromisers are there. Um...and that's how you manage a board. It's a management problem! It's a management problem of what you have to do in advance. The, the fights always occur because there's been no preparation in advance. The

chairman, the, the honcho hasn't lobbied for what he wants, the key guys don't know what he wants. Never walk into a board cold, never. Postpone the board meeting if you haven't got it all cooked and prepared. Every single board meeting...Yes, Scott.

Scott:

So, how do you not have a board just be a rubber stamp? I mean that, what you're describing is clearly the experience that I've been involved in serving on a board of a Federation, actually in a couple of different communities, where by the time you come to the meeting the key players, the kitchen cabinet that we talked about the other day, have already decided everything that's gonna happen, and, and, how do you then...

**Herbert A. Friedman:**

Who's you? One of the soldiers? One of the foot soldiers?

**Attendees:**

Yes.

**Herbert A. Friedman:**

You don't do anything except rubber stamp. We're talking about as a leader! Not as one of the soldiers.

Scott:

I'm talking about some meetings...

**Herbert A. Friedman:**

Forget the soldiers!

**Female attendee:**

Well, what you do do, 'cause I work on the same board with Scott, is I was on the nominating committee. That's just, so I got some of the dead weight out. And it's not that, we wanted thirteen new people, and over the next couple of years let's see what we change in the process.

**Male attendee:**

You gotta earn your stripes, sit there, before you make your [unclear]...

**Herbert A. Friedman:**

That's it. That's it. Think of, I'm talking to you as the leader, that you have got to manage that situation. If you don't manage that situation, you're going into the lion's den...

Scott:

Right. But I guess what I'm, maybe I'm not articulating myself properly. You know, if I'm, as the leader, I want my board to just rubber stamp. Is that what you're saying?

**Herbert A. Friedman:**

No!

Scott:

That's what it seemed like...

**Herbert A. Friedman:**

I want my board to discuss, and argue, but I want to come out with a certain conclusion. That's what I'm saying. I want the conclusion to be fore ordained. I want the conclusion to be predestined. That does not foreclose argument, discussion; it does not foreclose new ideas being thrown in even at the last minute after you think something's all cooked, somebody comes up

with a great idea. It's never too late to throw it in and change. I want a board to be an active, vigorous discussion group, contributory, in money and in ideas. I want the decision to come out a certain way, and I want to, I want to plant certain people to know what I want the decision to be. All that's management. But I don't wanna stifle or shut up every single person. Every single person's got a sense, as the meeting goes on, that that's where it's going.

Scott:

That just seems like such a fine line, and I guess my experience has been, as a foot soldier in a board, and even my present position, watching others who are leaders having crossed that fine line to the point where it is stifling.

**Female attendee:**

How do you communicate to the leader...

**Herbert A. Friedman:**

Wait a minute, somebody had a, a...And then you're next, uh, Joanne.

**Female attendee:**

Well what I was gonna say, sort of the same on that barge. What if, you know, you're picking your board and there's some people that are one of these categories, very bright, very active, but they tend to always take a stand opposite to where you feel. As the leader, and you're picking your board, do you avoid that kind of person or do you put 'em on?

**Herbert A. Friedman:**

No, you put 'em on, but you take 'em to lunch first.

**Female attendee:**

Alright, 'cause it's always, you know, someone who takes the opposite stand...

**Herbert A. Friedman:**

Take 'em to lunch first. Tell 'em what's on your mind. Tell 'em what you want.

**Male attendee:**

[indistinct]...some artillery first.

**Herbert A. Friedman:**

What?

**Male attendee:**

Soften 'em up with some good artillery first.

**Herbert A. Friedman:**

Yeah! Some good artillery. Pulverize 'em, satu- bomb- saturate, bomb him, saturation bombing. I mean, do your homework, and your homework is knowing that he's that type of person.

**Female attendee:**

But you've been on the board with them for years...

**Herbert A. Friedman:**

Fine. So then, you gotta do your lobbying, lobbying, that's really the word.

**Sabi Behar:**

[unclear]...people that take the opposite side...[spoken over]



[several voices rising]

**Herbert A. Friedman:**

Sure!

**Sabi Behar:**

What I believe, tell 'em to shut up!

**Herbert A. Friedman:**

Hehehe, well that's tough to do in public, if you insult them, and all that...

**Sabi Behar:**

Usually the people are against [unclear]

**Herbert A. Friedman:**

Okay, Joanne, you had a question.

**Joanne:**

Back to Scott's point. If you have no, if you are a soldier and you have no hope of changing the system, how do you

communicate to the leader? After all that's good leadership. There are some soldiers out there who do not like coming into that situation, that's giving them no room to grow or to bring new ideas into the...they're being stifled. And that's why we lost five members of the board this year.

**Herbert A. Friedman:**

Well, my, the, the, the, the uh recipe, uh, take him to lunch, is correct, except you gotta do it a little differently. You the leader are listening to the complaints of a person like that at lunch. What you then have to do is turn it around, and after you've listened to all the complaints, you gotta say, "Okay, let's talk about what your special contribution can be, that you don't wanna be stifled, and you don't wanna be muzzled. What is it that you...what are your dreams? What are your hopes? What would you like to get through the board? Maybe I can help you! Just like I'm asking you to help me and to understand what my dreams are, and I'm asking for your support for my ideas. Maybe we can just do the same thing in reverse, and I can give you support for your ideas. Tell me about yourself. What is it that you would like to achieve? Why did you accept membership on this board? If you got something in mind, let me hear it." Let

him make believe it's a day school, make believe you think that the principal of the day school is just a doddering old fool, and you think that one thing that's in your...[End Side B, gap in recording] [1:00:29]

...and you gotta figure out how to get rid of him from that role, not from his job. You just would like...your objective is, you wanna change the system of that early morning assembly. You'll convince the, the uh, the leader, the chairman. You'll convince him because he's got all those five qualities, one of those is sheer pragmatism, and he doesn't give a damn whether the principal speaks at the assembly or doesn't. It's not an issue for him. So, but if it is an issue for you, then you'll get his vote for a change. And then he'll start, you'll start to help, he'll start to help you strategize how to get that. And he'll say to you, "Well, listen, you know the first thing you oughta do, Joanne, is this. Why don't you got have a talk with the principal and find out that if we tried to knock him off, he would be willing to agree to that. So, you take the principal out to lunch, and you say to him, "You know, instead of your beginning with the five minutes at the beginning of...why don't we do this, why don't you speak to the kids just at the end of the school day, telling them about what the program's going to

be tomorrow. Don't preach at him, just give him some happy news that tomorrow Michael Jackson is coming, and uh...So the pre- the chairman will entrust you with the responsibility of smoothing over the principal, which is exactly what you would like to do, but now you got the backing of the chairman, so now he's got you in his pocket, and he hasn't stifled you, and he hasn't kept you down, and he has helped you get what you wanted to get done, and suddenly, he's got, uh, uh, you owe him one.

**Male attendee:**

That's the politics of [unclear]...

**Herbert A. Friedman:**

Yeah! I mean, isn't that how life gets done?

**Male attendee:**

That's what it's all about. You, you owe him now.

**Herbert A. Friedman:**

That's right. So you just have to take the time and the attention to do it, and we're all so busy, and we're all so jammed up with the ten things going on in our minds. And by the

way, let me interrupt...When you get an overload on an electrical circuit, it blows the fuse, and when you get an overload on a computer circuit it blows the fuse, and when you got ten things going in your head, you blow you fuse, literally. Your brain just goes bonkers. You can't do anything anymore, and you express it by having a fight with your husband, or you slap one of the kids, or you say, "What the hell is happening here, I didn't want this meat from the...It's too fat, why have we got it!" I mean, you will explode in any one of ten diferent ways and you won't really know that the basic reason is you're on overload, you too many things going in your head. And you're all guilty of it, every one of you. You're doing too many things at once. So, taper off, and simmer down, and do a few less things, and you won't be on overload and you will take the time, you'll to, time to work out this little scenario. Hey, hey, hey, whoa, whoa! No private conversations. I know you're, you're eager to talk to each other. So, go outside! [Laughs]. Uh...if you take time to do that, if you take time to do that, you'll win. 'Cause she's absolutely right, if a person feels stifled they'll quit on you. See it's that fine balance. They are soldiers, but every soldier's got something to say, and wants and officer to listen to him. That's what sergeants are for.

**Joanne:**

What he just said to me was, his concern with our particular leader is that's not the response he's going to get.

**Male attendee:**

[unclear word] these, these scenarios...

**Herbert A. Friedman:**

Yeah, but you're not, but you...okay.

**Male attendee:**

The scenario you laid out, that in the best of all possible worlds, that'd be great, and that would work extremely well. My concern, though, the followup was, you know, what if you do that, I approach the leader as a loyal foot soldier, saying I wanna get involved and here are my frustrations, and you don't get that kind of response from the leader.

**Herbert A. Friedman:**

Well, make a little note in the back of your head that you save one bullet for him.

**Male attendee:**

What goes around comes around...

**Herbert A. Friedman:**

That's all!

**Male attendee:**

Sounds familiar.

**Herbert A. Friedman:**

Sound familiar? Hey, there's nothing new under the sun!  
[Speaking Hebrew] Ecclesiastes, Chapter 3, verse 1.

**Male attendee:**

Which means what, in English?

**Herbert A. Friedman:**

Which means, "there's nothing new under..." [Laughs]. I gave you the English first! By the way, this is the way a board meeting oughta be. A board meeting oughta be fun, and it oughta be exchange, interchange, not so goddamn grim all the time. And,

you get more done that way. And if people talk, yeah you do shut 'em up, but you do it with a smile. I mean, they don't hate me.

**Male attendee:**

How do you know that?

**Herbert A. Friedman:**

Well, I'll take a, I'll take a chance, I'll take a chance, I'll take a chance on it! Um, item, Roman num- uh, item B, B. Anything else to say about boards? I think we've done it.

**Male attendee:**

Uh, well, I have another question.

**Herbert A. Friedman:**

Okay.

**Male attendee:**

Can I ask another question?

**Herbert A. Friedman:**

Sure.



**Male attendee:**

In terms of making board meetings stimulating, when you talk, this is the way a board meeting should be, a lot of board meetings that you'll go to they're, you know, everyone gives reports, there's minimal discussion, the meeting goes on forever, you're bored to tears, you kind of thinking "What am I doing here, I should be back at the office making money. I mean, why should I waste my time?" What, what is your ideal way to make a board meeting stimulating for people that attend?

**Herbert A. Friedman:**

Well, number one, I would never have reports. I would never have oral reports at board meetings. That's an insult. You're all very bright, you all read all the time. A report on a given subject should be sent to you in the mail. One page report, or eleven page report, I don't care. You don't need some guy mumbling along at a board meeting uh saying a lot of stuff, going off on a lot of diversions and digressions and wasting your time. All reports which are simply reports, not requiring action, should be mailed, one week before the meeting. So that

is going to immediately change the nature of the board meeting.  
What are you gonna do now with all the time you got left?

**Male attendee:**

Take action, talk about things that need to take action.

**Herbert A. Friedman:**

The second rule and principal of the matter is no board meeting should be scheduled for longer than two hours, by the clock, maximum, and if you do it, if you set it at an hour and a half, you're probably doing yourself a better favor. So you've cut out all the junk, that comes in the mail, that informs you of what's going on. Everything, the treasurer's report about money, the report about the what happened with the boiler that broke in the basement and how it's been repair, everything, anything that's just in the nature of a report, the chairman went to a meeting of the AIPAC in Washington, and uh what senator so-and-so said to so-and-so, all written down in a report, so that you know everything that the chairman and any other key members of the board want you to know, the vice president, the treasurer, anybody who's got a report to make, and committee chairman who has a report to make...And therefore,

if you set an hour and a half or two hours for the board meeting, you have plenty of time for decision making.

What goes on the agenda of the board meeting should be only those items requiring action. Action items only. So let's make believe that action items take, uh, an hour, hour and a half, you allocate the time. What you don't get done you layover to the next meeting, or you appoint a subcommittee to make a recommendation, and the rest, and so that's the next item. Recommendations should be sent in writing in advance...So that your action items on the agenda become taking action on the recommendations that have been made by various subcommittees. Those recommendations have been sent to you in advance, you know what they are. When you come to the board, they're listed under action that has to be taken. Subcommittee, on, uh, on, let's make believe you're the day school, go back to the day school. It doesn't matter, old folks' home. It's a meeting of the board of the old folks' home. There's a recommendation been made, and studied, that there should be in every single room an alarm system uh that can be voice activated, like a voice activated tape recorder. [unclear attendee comment] The, uh, most alarms systems in old folks' homes uh you give the old folk, the old guy, a button, somewhere on the wall to push...yeah but make

believe he's on his hands and knees on the floor, and all he wants to do is yell "Help!" You all have tape recorders that are voice activated. Isn't an old folks' that I know of that's got an alarm system that's voice activated. What the hell's the matter with all you people? Nobody thought of it? I'm the only guy in America thought of it? It's crazy! So you appointed a subcommittee to look at this problem, think about it, and uh, investigate the cost, investigate whether the fire department would approve of it, blah blah blah blah blah. Go through all that junk, and the chairman of the subcommittee makes, writes out his report and makes a recommendation that we should install it, and it will cost thus and such, and here are pros, and here are the cons, and he gives you a report, takes three pages. That's been mailed to you in advance. When you come to the board meeting, under the action list, action on subcommittee's report regarding voice activated alarms in Heritage House. Okay.

The agenda of the meeting should be mailed out three days in advance. You, in other words, you gotta go down to the wire, you gotta leave yourself maximum time, but anything that comes up in the last three days you'll just have to do verbally, that's all. So, you've mailed them a rep- the report of the subcommittee, and they can read it, and they've seen on the

agenda that it's gonna be up there for action, so if they're really serious about it, they'll go to that meeting and vote on it. And all of a sudden they'll begin to realize they're not rubber stamps at all! You're treating them like adults, and you're not wasting their time. So maybe you have three, four, action items, on the agenda, you should never have more than that, never. And they'll take an hour, and you've allocated an hour and a half for the meeting. So now I'm down to you. What do you want to do at the meeting that could add to it, now that you've got time for it, that could add to it interest, or excitement, or whatever else you're looking for? Okay.

[indistinct attendee comment] Well, take out the word long.

Uh...

**Male attendee:**

Intellectual stimulation...

**Herbert A. Friedman:**

What's that?

**Female attendee:**

We start our meetings with a short little...[unclear word]

**Male attendee:**

Usually we have to end up getting the hook, uh, you know.

**Herbert A. Friedman:**

Usually, you, you, theoretically begin with it? Do you do it each time, or does it get eliminated because of the pressure of time?

**Male attendee:**

We do it.

**Male attendee:**

No, we do it.

**Female attendee:**

...during the beginning...

**Herbert A. Friedman:**

You do do it? You do it at the beginning. How long?

**Attendees:**

Couple minutes.

Three minutes.

Five minutes.

**Herbert A. Friedman:**

That's useless. Ten is better. Two, three, is useless. Ten is better. Um...

**Female attendee:**

Plus, we have board members [unclear] to get them involved...

**Herbert A. Friedman:**

Good, that's great. Why not? Everybody, uh, in Jewish life, uh is equal. Everybody! There's only one who isn't, that's the high priest. He's the only one who can go into the *kadosh kadoshim*, into the Holy of Holies on Yom Kippur day, and even he can only go once a year! Aside from that, everybody's equal! So why shouldn't you have a board member do it? Sure! You time it out this way, that you got an hour's worth of action work, and you got ten minutes of a *D'var Torah*, you got twenty minutes to invite uh Senator So-and-so to come into the meeting and talk to

yous. Senator So-and-so! Governor So-and-so! You, were you shaking you head?

**Female attendee:**

Yes, speakers [unclear]

**Herbert A. Friedman:**

Yeah!

**Male attendee:**

Let me tell you one problem with that.

**Herbert A. Friedman:**

Yeah?

**Male attendee:**

Is that, and I guess obviously it's timing issue, when you invite them to come, but the last thing I think you need to do is have outside, I shouldn't say that, I didn't mean to say that dogmatically, but the problem is, and I've seen this happen more too often in a number of organizations, is that when you have



the outside speaker in, and you get into internal arguments and internal discussions at the board meeting that are divisive.

**Herbert A. Friedman:**

Well, he doesn't sit there while you doing that.

**Male attendee:**

Well, I mean, that's what I'm saying, you ask him to come at one o'clock or whatever...

**Herbert A. Friedman:**

Yeah!

Female audience member:

That's why you needed time, then you can...

**Herbert A. Friedman:**

Yeah! The meeting's gotta be timed. His time is precious. He doesn't want to sit around wasting his time at your crappy board meeting arguing out all these idiotic problems that don't interest him.

**Female attendee:**

My agenda as the chairman always had in the margin five minute, item number, and period of time.

**Herbert A. Friedman:**

That's correct.

**Male attendee:**

I do it by what time it is till what time it is, otherwise you're sitting there trying to figure out what, where you're supposed to be...

**Herbert A. Friedman:**

Wexner, the other afternoon Wexner said to me, "I'm very impressed with the way you printed your program this time." The genius of that guy, you gotta know, is that he looks at the teeniest details. He said, "I'm very impressed with the way you did your program." I said, "Why is it impressive? Uh, what...?" He said, "Well, because of the way you did your timing, that's exactly the way the YPO does it," Young Presidents Organization, you know what that is? So the fact that the Young Presidents Organization did, did it that way from the years used to go to

their meetings, and he sees that we, we did it this way here, he said, "That's great." It's very businesslike, that such a time to such a time.

Um, so, the outside speaker is not a fan dancer, is not somebody to draw attendance to come, to get people to come to the board meeting. The outside speaker is somebody who can add something to the meeting. Your question was how do you make the meeting more interesting. Well, okay, if the, if uh, if you were in New Jersey, um, and uh the hottest issue in New Jersey, in the front page of every paper is taxes, that the, that the governor just slam banged through, but it wasn't really the governor...You know who it was?

**Male attendee:**

Treasurer?

**Herbert A. Friedman:**

Douglas Berman, the treasurer, who's in the Metro West Group, and he's the number two man in the state of New Jersey, 'cause he was the governor's campaign manager. And do you know that the governor in New Jersey is the only elected official of the entire state? Nobody else is elected, everybody else is

appointed by the governor. The attorney general is appointed, the secretary of state is appointed, everybody's appointed. The governor is the only elected official. Florio. Okay, so this kid, Doug Berman, was his campaign, he's thirty- whatever it is - six years old. He's uh, he was his campaign manager, he was Bill Bradley's campaign manager. He's a democrat, he's a democ- he's...uh, Gordie tried to talk to him, but uh [laughter] he's a democrat! And so, uh, so you know, if you lived in New Jersey, if this was Metro West, and they were trying to get their board meeting organized this way, uh, and they had twenty minutes on their program, and they said to Doug Berman, "Can you come at 1:10 and we'll be out at 1:30." So he would say, thank God, you didn't invite me 12 o'clock to come for lunch, 'cause I don't eat lunch anyway and don't waste my time." And he'll come at 1:10, and he'll sit...And so he doesn't have to hear any of the dirty linen that's going on. No. That doesn't interest him. And he'll tell you why he slam banged that thing through. They had plans to postpone it until the second term...give the governor one term of breathing space. Don't you think they had a whole mess of the legislators uh ganging up on him to wait one term? And the two of them, Florio and Berman, sat there and they put their feet up on the table. "Listen, let's bite the bullet,

let's get it done now, let's get it over with, that's all. Get it behind us." Done. [indistinct attendee comment] It's what?

**Female attendee:**

Before, he was blaming it on the administration he inherited.

**Herbert A. Friedman:**

That's right.

**Male attendee:**

It goes away.

**Herbert A. Friedman:**

It goes away. [indistinct attendee comment] Right away! That's it, same old stuff, Sabi, it all comes down to a few basic operating principles. Uh, so in your, in, uh, if you're running your meeting in Houston, or in Atlanta, or any place, and you're looking for to add some good meat to the meeting, and you're having some fight...What's it in Atlanta, about putting up some thing, the Lubavitch wanted to put up a Menorah? Was that in Georgia? Was it, that was in Atlanta wasn't it?

**Female attendee:**

Yeah.

**Herbert A. Friedman:**

Okay, let's make believe that, take that issue, make believe it's your board meeting in December or whatever the hell it is, and you would like to have the attorney general of the state or you would like to have somebody from the state supreme court, a judge from the, anybody!

**Male attendee:**

...from the Lubavitch.

**Herbert A. Friedman:**

Yeah, or the Lubavi- yeah, or somebody from the Lubavitch!

**Male attendee:**

That's a long walk...

**Herbert A. Friedman:**

So, isn't that a way to bring something of interest into our board meeting?

**Male attendee:**

Especially when they're compressed the time, and not waiting to...

**Herbert A. Friedman:**

Well, right, compress the time, do the, the, whatever issue that is contemporary, that is interesting to people, em, you do a *D'var Torah* at the fr- at the beginning for ten minutes. You do a sixty minutes of business, that's seventy. You do seventy minutes of business, that's eighty. Okay, you still got uh, uh, twenty minutes, you wanna finish in a hundred minutes. You decide you want your meeting to be a hundred minutes. So you still got twenty minutes for your speaker. You can have your *D'var Torah*, you can have all your action items, and you can have your interesting outside. Yeah, yeah, you can make...Listen, hey, um, everything depends a lot on local conditions and they're all different, and local people and they're all different, and depends on uh whether you can create a mood of excitement and razzmatazz. Uh, and some people can and

some people can't! But let's assume you can! That's all. Somebody in town just sold a big, a business, uh, call the guy in and ask him to talk to you about why he sold now. Does he think a recession is on the way? Did he decide to get out fast, or early? You try talking economic issues or business issues, everybody's interested in that. They have an impact. You say, well what's the Jewish content of that? Hey, five Jewish businessmen getting scared and moving out of town, or five Jewish businessmen saying they're optimistic uh and they'll turn around somebody else's pessimism, that's a Jewish issue. What affects Jewish businessmen is a Jewish issue. It isn't only what's in the Torah. So, you got all legitimate reason to go through a whole variety of subjects!

I heard Colleen Dewhurst talk once for twenty minutes on the question of freedom for arts and artists and the dangers of imposing uh restrictions as to who will get money from the National Endowment, uh, you know, and how you can't, you can't muzzle the arts because if so you will kill the cultural level of society, and then you wind up being not just a, a third world power, you wind up being a sixth world power. Twenty minutes, what a nifty job she did! So where did I hear it? I heard it at the ceremony with three thousand people in the room, dedicating



Wexner's museum on that campus at Ohio State University. Guy gave thirty-five million bucks and built a museum there, uh which is...

**Male attendee:**

Potentially controversial...

**Herbert A. Friedman:**

Controversial? Man, there is such a steam boiling in the architectural world. Some people say, "What the hell is this, this looks like an erector set that kids built, a couple, a bunch of steel girders, they're going cockeyed through the walls, the ceilings. There's no room there that's got four walls, straight. How do you hang a painting?" Um, and uh the other architects saying, "Well, okay, stick around, twenty, thirty years from now you're gonna look at this thing, and you're gonna say, 'Boy that's old fashioned!'" You know. Uh, so, he, he, gave that dough and built that thing, and it's called the Wexner Center for the Arts, uh, right on the campus, of the Ohio State, and at the opening, where I say there were three thousand people, the ceremony took uh about ninety minutes, she

had about twenty of it, and there were fifteen performers.  
Unbelievable, unbelievable!

**Male attendee:**

...performers?

**Herbert A. Friedman:**

What? Ah, dancers, singers, ballet, mimes, mimics, acrobats, um, it was unbelievable. Five minutes, bing; three minutes, bing, bing, bing. And they, and the marching band of Ohio State University, a hundred and twenty-five people, came on the stage at the end...and, uh, played the big song, and then the band, like the Red Sea, opened up a little bit, and Wexner and the president came down, you know, to the front of the stage.

**Female attendee:**

Wow.

**Herbert A. Friedman:**

Yeah, woooooow!

Female audience:

Who choreographed...

**Herbert A. Friedman:**

Yeah, who choreographed it? Some very famous guy choreographed it, whom the director of the Arts Center knew the guy. I mean, I, I, I know a lot of people, but I don't know the best choreographer in the world. But whoever it is, he was, he, choreographer.

[Indistinct attendee comment]

**Sabi Behar:**

But I'm sure you could find out.

**Herbert A. Friedman:**

I could. Yes I could. [Laughs]. You give me a couple hours, I could.

**Male attendee:**

There's a, there's a follow up question to ask, now that you talked about how to make meetings stimulating, is it

necessary to have a meeting even when they're regularly scheduled, even when you have no action items to deal with?

**Herbert A. Friedman:**

Absolutely not! [applause] Absolutely not. You got no action, you got no uh uh action items on the agenda, so what the hell? If you're still in the process of recommendations, things being recommended to be a- done, well you wait until you're ready to bring it to action. You don't have a meeting for the sake of having a meeting, only because it's the second Tuesday of the month.

**Male attendee:**

It's scheduled, it's scheduled, so we have a...

**Herbert A. Friedman:**

Nonsense! If it's scheduled, and you don't have anything to do, give everybody a ticket to the movies and let 'em go to the movies.

**Male attendee:**

I don't like that answer...

**Herbert A. Friedman:**

Go home, spend the evening with your wife once in a while!  
That's not punishment. [Indistinct comments] Come on, now you're  
stalling me. We're not getting past A, now let's get to B.

**Male attendee:**

Did you see how many people took notes on that last  
section?

**Herbert A. Friedman:**

I don't know...

**Male attendee:**

There are a lot of note takers.

**Herbert A. Friedman:**

Alright, good, okay. Then it's okay then.

**Male attendee:**

It was a good diversion.

**Herbert A. Friedman:**

Great. We'll, we'll, we'll make up the time. We got a half an hour yet. Let's go. B: How to run an agency. Now here's where, you can see right away, right away, item number 1, "determine whether your professional executive and staff are good." Now I just used a generic word, "good." I didn't try to define what I mean by that. The discuss- I wanna, the discussion will define. Two of you asked that question before. Sabi said, how to deal with your professional. Richard asked it. You, as a lay leader, let's always remember the symbiosis of this relationship. It's a symbiotic relationship between two people. A lay volunteer and a paid professional executive. It's like you're, in, in corporate terms, make believe, it's the chairman of the board and he doesn't get paid. I mean, he does, he gets the biggest bonus of all, but he's not a salaried man, you make believe, and it's the president of the company. The chairman of the board is the honcho, and the president of the company is the hired hand, and he's the CEO. That's the scenario between the two people. So they have to get together, they should get together, they should work well together, and very often they don't, and if they don't, who gets fired?

**Male attendee:**

The president.

**Herbert A. Friedman:**

The president!

**Sabi Behar:**

No. Should get fired.

**Herbert A. Friedman:**

Does get fired! Not should. In business, never does the president win over the chairman. You give me one case where...

**Sabi Behar:**

I was talking in the Jewish community.

**Herbert A. Friedman:**

Never mind, I'm trying to make a, I'm trying to set up a paradigm for you. The model is that you have two people who have to work together, and one is the chairman, and one is the un president, and they have to work together. And by the way, by the way, I started this business of calling the chief

professional the president, many, many years ago, long time ago. Now, more and more, and you will find it, I don't know if it is in your city yet, more and more, the executive director is going to want to be called the president.

**Male attendee:**

Really?

**Herbert A. Friedman:**

Yes. It jumped from me, and then it became, the National Bond Organization is called the president, the chief executive is called the president...

**Sabi Behar:**

[unclear], in Miami, is called the president, too.

**Herbert A. Friedman:**

The chief executive is called the [Hebrew word] and it spread to the universities, the president of the American Friends of the Hebrew University, not the executive director, or the executive vice chairman, and it even spread to the UJA, and the chief executive, Stanley Horowitz, today, calls himself the



president. And then it spread to the New York UJA, and Stephen Salander is the president, and it'll spread, it'll spread. So, that, I'm telling you that only because it, they, they're copying the corporate model, which is why I'm using the corporate model now, in this uh example. When the chairman of the board and the president of the company have a shootout, its bye-bye president. That is a flat understood, unspoken rule, universal, no exceptions. That's the case here. If there ever is a situation in which somebody asks the question, "Who's the boss?" Is it the chairman, who's the lay leader, or is it the exec? The chairman's the boss, and the lay leader knows it, and the lay leader can be a highly paid professional, you may pay him two hundred grand a year for all I care. He's the hired hand, and he knows he's responsible in the long run, and he's gotta knuckle under to the lay leader. You are the lay leaders. That's why I wanted to work with you. Rabbi Korsen and the other bunch deal with the professional...[End Side B, gap in recording] [1:30:01]

... 'Cause you guys are the engine that makes it all run. You are therefore entitled to the credit if it succeeds, and you're guilty if it fails. The exec is not guilty, you are guilty. I mean, the monkey's on your back. You will the

ballgame, or you lose the ballgame, it isn't the coach. The executive's the coach! So let's have it real clear. You're the boss, he's gotta understand that, that's the relationship, and that's how you deal with him. That's the answer to your question, how do you deal with your professional. In any one of a hundred ways, you make it perfectly clear you're the boss. You don't have to pound the table, you don't have to yell, you don't have to threaten to fire him, nothing. If you do it that way, you're a lousy bossy. But you have to very gently, and clearly and carefully, by a number of ways, depending on your personality, and depending upon finding the situation...You don't have to say it the day you come into office, or the day he's hired. You might not have to say it for a year. But some situation's gonna come along where you and he won't agree. And then, very gently, and very subtly, you gotta say to him, "Listen, Harry, the last word is mine." That's a gentle way to say it, "the last word is mine. I mean, I know we disagree with this, and one of us uh has got to uh, and we can only make one decision, not two. So we're gonna make it my way."

Okay, he's no dope. He got the message. What are you laughing at?

**Male attendee:**

No, I understand.

**Herbert A. Friedman:**

You do understand.

**Male attendee:**

But you do it behind the scenes. You don't do it to him and embarrass him in public.

**Herbert A. Friedman:**

Oh come on, come on, come on. What went wrong here yesterday when Cheryl Falek walked in, was that she was pushing me in public, and I was pushing her in public, and she didn't know how to handle it, and she shouldn't have pushed. Uh, no, you never do it in public! Never! And I gotta go and I'll apologize to her. And then she'll apologize to me, and we'll kiss. Uh...but um, but that's a no no.

**Sabi Behar:**

She was following your instructions.

**Herbert A. Friedman:**

Yes she was, yes she was. Ultimately. But she, but she...

**Sabi Behar:**

Really, she was being assertive.

**Herbert A. Friedman:**

But she...What?

**Sabi Behar:**

She was being assertive.

**Herbert A. Friedman:**

She was being assertive, but she was wrong.

**Male attendee:**

...wrong way...

**Male attendee:**

She said, I saw her just a minute ago, she said she was way out of line, she owes you an apology.

**Herbert A. Friedman:**

Yeah, and I say to you now I owe her an apology.

**Male attendee:**

That's good, that's the way it oughta be.

**Herbert A. Friedman:**

Certainly! And that's how big people always handle everything, and it never resolves, never goes further in nastiness, or...doesn't blow up into any kind of damn fight.

[Instinct attendee comment]. Right.

So, the relationship is clear, who is the boss, and who isn't. The timing and the, when you do, when you do that, and the method, and the uh, if you got a lot of good *sekhel* and a lot of good sense, you always will find the right time and the right way and the right words. Now...Yeah, go ahead.

**Sabi Behar:**

You, the professional, are on a train, going at a certain speed. Here comes a passenger. You're driving the train. I mean, I own the train, but you drive it. We're going at a certain speed and then I get on the train...Uh, the inertia of that

train is tremendous. Okay. For me to tell you, apply the brakes, start going, take that, that...

**Herbert A. Friedman:**

Yeah, detour, yeah.

**Sabi Behar:**

Take that detour...it seems, I mean, working with inertia and getting you out of the, out of this track into this other track, knowing that at least you've been there for a number of years, and you know that I'm going to be the president from 1991 to 1993, and I'm gone...

**Herbert A. Friedman:**

You're not gone. You're gone as the pres...

**Sabi Behar:**

I'm gone as the president...I'm gone as the chairman of the board, of whatever...

**Herbert A. Friedman:**

By that time, however, you're one of the power brokers in town, so you're gonna be around for a long time, whatever the hell your title is. You're gonna be around for a long time. You're not gonna retire, you're not gonna disappear, you're not gonna commit suicide, you're not moving away...You're there. He's gotta live with you for a loooong time on his board, and even if you're not on his board, you're a power broker, you're an ex-chairman, who probably then becomes a president, and so you're an ex-president. He's gotta live with you for a long time. You're not two years here and then, "Goodbye, Charlie." I nevr saw a former chairman or a former president who's a, who's a nobody in his town after that. No, sirs. Stop thinking that way. You guys are not short term. Your term may be short, but you are not short term uh loyalists and supporters and devoted and sincere workers. Oh ho, no. And by the way, on that point, I would like to say that I think uh short term lay leaders is all wrong. All wrong. I used to have my national chairmen serve for four years. Warburg was in four years. Uh, Henry Morgenthau, that, you remember Morgenthau, the, he was chairman for four years. Um, Bill Rosenwald, uh from uh, the guy from uh you know Sears Roebuck, was in for four years. I don't want a chairman less than four years. I'll take three if that's all I can get,

but three's an absolute minimum. Come on, you gotta learn the business! Cut it out! This is not leader, top leadership, is not a matter of *kavod*, it's a matter that you fought to get there, you earned it, you know the racket, you're the best there is. What the hell would I throw you in the ashcan for? That's dumb. That's the dumbest thing I ever heard of. These one-year presidents, one-year chairmen...it's foolish. That's just giving *kavod*. And the answer is, well geez, if a guy's gonna sit there four years, we gotta pass the honors around. The minute I hear honor...I don't want a chairman who's there because of honors. I want him there because he's good, and he's effective, and he can get the job done. And by the way, that's all part of the relationship, Sabi, because when you stay with a guy, if you're the chairman for three years, and then you're the president for three years, you're six years in bed with that guy, and you and he are gonna learn to live with each other, or you're not, and you'll fire him. It's just as simple as that. But it's not a one year deal!

Richard:

[inaudible]...that's, that's the essence of Miami's problem.



**Herbert A. Friedman:**

That's the what?

Richard:

That is the essence of Miami's problem. No question about it...

**Herbert A. Friedman:**

Miami's problem...

Richard:

Yeah, we've had, we've had several one-year presidents.

**Herbert A. Friedman:**

Well, that's the dumbest thing I ever heard of. So, B.1, "determine whether your professional executive and staff are good." Now let's leave it at good, without trying to define what we mean. Now how do you do that? How do you determine whether your professional executive is good? Well you determine it by working with him, of course. Okay. And I'm suggesting a couple of other things. Learn what is good by traveling and observing

in action an executive who is accepted as good. Who, in your experience, is commonly accepted in America as a good, now let's deal Federation, not old folks' home or day school, take the Federation. What Federation executive around the country have you heard is really good? [Inaudible responses] Who?

**Male attendee:**

Sarnat's good.

**Herbert A. Friedman:**

Well that's your local guy. You're satisfied with him?

**Male attendee:**

Supposed to be one in Cleveland that's good, the guy in Cleveland...

**Male attendee:**

Daryl Friedman.

**Herbert A. Friedman:**

Gerald Friedman?

**Male attendee:**

Daryl.

**Herbert A. Friedman:**

Gar- Daryl Friedman, in uh, Baltimore? Yeah, I'd call him a good executive. Give me another one. [Inaudible response] Well, you don't know any others. So your first job as lay leader, as leaders is, next time you go to that boring meeting of a General Assembly, which you will go to, don't listen to the speeches, and don't waste your time in the corridors gossiping with the people. Poke around, decide in advance which two, three, executive directors you'd like to get to meet as human beings, make it perfectly clear you're not trying to hire 'em, you're not trying to...Take Sarnat with you. Take your executive with you, if you want. I don't care. But you, through your two eyes, you got to look at a few other executives directors, who are generally considered to be good, and you gotta talk to them about what they do in their town. Ask them how do they run a board meeting. Ask them how do they set a goal for a campaign. Ask 'em anything you want to ask 'em, to get an idea from them how they run their shop. Okay? Then, you can compare 'em to your guy, and with the idea of firing your guy or anything, but with

the idea of being able to make knowledgeable suggestions that you heard from another expert, as to how we might be able to make some improvements in our situation.

**Sabi Behar:**

What questions would you ask?

**Herbert A. Friedman:**

I just gave you two.

**Sabi Behar:**

Two, right.

**Herbert A. Friedman:**

How do you run a board, how do you set your goal, how do you, um, uh, what is the length of term of your, uh of your two key officers, your campaign chairman and your president? Um, um, um...

**Female attendee:**

[indistinct]...supposed to talk to, like, if you're an intermediate city, talk to in other areas?

**Herbert A. Friedman:**

Why? Problems of the...

**Female attendee:**

Not like all the questions, but like as far as board sizes...

**Herbert A. Friedman:**

Problems are the same, sweetheart. Problems are the same. This, this, division of big cities, intermediate cities, small cities. That has validity only in terms of the fact that smaller cities have fewer manpower. That's all, they have less manpower to draw on. But then, they're, they're doing fewer things. So everything is in skill. If you need, in San Francisco, a manpower pool of a thousand people, to run everything in town, raise all the dough, staff all the boards, so a thousand people in San Francisco might be the same as ten people in Manchester, Vermont, which is a difference of a lot of zeros, a thousand to ten. But the ten people in Manchester, Vermont, can do everything that has to be done in Manchester. SO that's the, the problems are the same! They still got the problem how to run an

interesting board meeting in Manchester, and whether to cancel one or not.

Sabi, the questions that you ask are all the questions that we've been talking about for the last four days. Go through your notes, pick out anything you want. It doesn't really matter. What you're finding out from another guy is his style of work, what he thinks is important. Does he run his board meetings that way because he thinks that he wants to put priority on getting certain things done, and is willing to let other things slip? 'Cause short board meetings means some stuff always gets postponed. But what do you care if it's not important? So how do you decide what is important and what isn't important?

**Male attendee:**

Agenda.

**Herbert A. Friedman:**

Your agenda, okay. And, that, we would we get to Number C, if we could ever get to Number C, like we got fifteen minutes left. Talk with your executive...Let's just finish with Number 2. You gotta enter your job with your ideas of goals to be accomplished. What do you want? Which ongoing problems are worth

continuing? By implication, which ongoing problems should be junked, dropped, in order to make room for new ones? And number 3, reconcile your ideas with those of your professionals. Reconcile. Firing is the last resort. Firing is the declaration of war. Don't do it, if you don't have to. Uh, keep talking to him keep talking to him. He's been there twenty years, you're gonna be there with him, side by side, for six, and you're gonna be around for another twenty after that. So you're gonna live together for a long time. Yes?

**Female attendee:**

Alright, being the uh wife of a rabbi to be, my question is, um, what if the president of the congregation is not, does not make any friends on the job?

**Herbert A. Friedman:**

Does not...

**Female attendee:**

Does not make friends on the job. Maybe he's got his own ideas and it's not going over well with the rest of the congregation. Where does the rabbi sit on this? He has to work

with the guy who is his boss, who, you know, the president of the congregation certainly has an impact on that, and uh...

**Herbert A. Friedman:**

Yeah, but you're, you're describing a triangular situation to me. You're describing that the president, who's the chairman of that board, he runs board meetings, that the president doesn't get along with his board.

**Female attendee:**

Right.

**Herbert A. Friedman:**

So what's that got to do with the rabbi?

**Female attendee:**

Well, he's gotta be friends with everybody, right?

**Herbert A. Friedman:**

Who?

**Female attendee:**



He's got to...

**Herbert A. Friedman:**

Who, who's the he?

**Female attendee:**

His, the rabbi is...

**Herbert A. Friedman:**

He's gotta be friends with everybody!? You gotta be kidding!

**Female attendee:**

No, the rabbi's boss is going to be whoever is gonna be renewing his contract, and that president...

**Herbert A. Friedman:**

Don't have a contract! Stop.

**Female attendee:**

Okay, good.

**Herbert A. Friedman:**

Bingo. The rabbi...I understand where you're going now. The rabbi has gotta be an independent, free, independent operator, or he's just a slave. Rabbi is responsible to nobody. He's not responsible to the president. He's not responsible to anybody, except he's responsible to his own conscience, and he shouldn't have a contract, he should be a free man, and if he gets the slightest feeling that somebody doesn't want him, he oughta be gone tomorrow. I only had two congregations in my life, one was in Denver, one was in Milwaukee. I never had a contract in either place. I worked twenty-five years in the UJA, I never had a contract. You'll never pin me down with a contract. I don't have a contract. I am free! And don't anybody tell me what to do. Now, I pay a price for it. I end up, my life, broke. What the hell's the difference? I have lived, my wife has lived, my kids have lived, my two wives, have lived. Everybody's lived, five kids have gone through college, everybody's fine. Yeah, I can end up broke, so what, just, you're born broke, so die broke! I have never in my life felt myself, in my head, in my soul, it's [unclear], why did I understand what Jaronski was talking about, 'cause I understood exactly, 'cause he felt free in his head. He was in jail, but he felt free in his head! I

have been free in my head my entire life, and I think it's been to the benefit of the Jewish people, 'cause I've done things not under fear, not under compulsion, not under obligation. I've done things which I think are right. And I've carved out for myself the freedom to do it! And, I gotta take my hat off to all the hundreds and hundreds of lay leaders, who saw that, who understood it, and didn't nitpick me the way I never nitpick anybody else. And it's great.

Your husband doesn't have to get caught in any triangular situation between a president and a board who can't get along with each other, and he can't get caught in the middle of that 'cause he's gonna get killed. If you get into the middle of fire coming from both sides, you're dead! Just duck, put your helmet on and duck, and get the hell out of the way! No way should he ever take sides just to...And if the president comes to him and says, "I want you on my side," the rabbi says, "Let me try, if I can, to reconcile you." He can play the part of a compromiser; he can play the part of a mediator, of an arbitrator. He can try to settle the dispute. That's all part of his role! But he is not automatically obligated to say he is with one side or the other just because he's afraid that they control his purse

strings. He's selling out, and he'll be miserable the rest of his life. Boy, that's no way to begin!

**Female attendee:**

So you have to go with your heart.

**Herbert A. Friedman:**

Yeah, your heart and your head, heart and your head. Sure. And take your chances, that the people you're dealing with will be as, as broad minded as you are.

**Sabi Behar:**

But synagogues that's not the case...

**Herbert A. Friedman:**

It's what?

**Sabi Behar:**

In synagogues, it's not the case.

**Herbert A. Friedman:**

No! Sabi. No, Sabi.

**Sabi Behar:**

Synagogues have the most nitpicking...

**Herbert A. Friedman:**

You're telling her that he went into...you're telling her that he's going into a tough profession? You don't have to tell her that. She knows that. Sure they're nitpicky, but he's decided to do that! Now all he needs, all he needs, is a very thick skin!

**Male attendee:**

That's it.

**Herbert A. Friedman:**

That's all. The thicker the better.

**Jack Levine:**

Glickstein in Miami took a ten year contract.

**Herbert A. Friedman:**

Who?

**Jack Levine:**

Glickstein.

**Herbert A. Friedman:**

I don't know who's Glickstein.

**Jack Levine:**

He's a, a reform rabbi. And he looked at it from the other way. He said, "I don't wanna be...I wanna know that I'm, I'm, I'm secure from the board."

**Herbert A. Friedman:**

Sure, so he's gotta knuckle under 'cause he's always worried somebody will break that contract. I don't care if it's ten years or ten days. So what are they gonna do? If they wanna fire him, he's gonna say pay me nine years' worth of money? He's gonna say that?

**Attendees:**

Yep.

Why not?

**Herbert A. Friedman:**

Don't go to court. Come one.

**Male attendee:**

That's what lawyers...

**Herbert A. Friedman:**

You gonna, you gonna, you gonna, get you, you gonna, you, you gonna allow yourself into that situation?! Stewart Rosenberg was a rabbi in Montreal, who allowed himself in that situation about ten, twenty years ago. He died a broken and unhappy man, and he got his nine years' worth of money. And his name was black and he was miserable and he knew the whole damn thing was all cockeyed, and he died of a big massive heart attack. Well, come on, come on, come on, what the hell's a contract? It's nonsense. You're gonna force them to keep to it? He thinks he's got protection 'cause he's sitting with a piece of paper in his pocket? That *boychik* isn't thinking. Do I make sense? Yeah. Would you do me a favor, start to think in revolutionary way. Contracts are not protection unless you decide you wanna enforce them, and if you wanna use the power of the police and the power

of the law, then your contract will be enforced, absolutely. But are you willing, are you willing to pay that cost, public cost, you're a public figure? Come on.

Um, last item. We haven't got time, we got seven minutes. How to prepare a budget and live within it. Okay. The trick about preparing a budget is that your budget simply reflects your program of what you wanna do. So, deciding your program of what you wanna do, is a question of where are your priorities? What is more important for you to do than something else? Because a budget begins with the premise that there's a limitation of the amount of money that you can spend, and therefore within your budget, you have to sort things out and decide how much money to allocate to each thing. Therefore a budget is simply a mirror reflecting your priorities of what you wanna do. A budget is sometimes drawn up in the most bureaucratic and anonymous fashion by a bunch of clerks in the back room, looking at the ledgers and looking at the profit and loss. I mean, even nonprofit organizations have, you know income and outgo, and uh, and budgets might come up from the bottom, that is from the back room, up to the front. Um, and the first time the executive or the president sees it is when uh a draft budget is presented to him, for his approval. That's one way to



do it. I don't like that. I never do it that way. I begin the other way. I put down what do I want, what do I wanna do. And then I send it to the back room and have, make them play with the figures. And then they come back to me. But they gotta know my thinking, they gotta know what my priorities are, they gotta know what my goals are, they gotta know how I want us to disperse our resources, and over a period of time. The trouble with American business is that it's, the stock market judges it and it judges itself by three months. What in the hell is a three month period of time? Japanese judge by ten year slots! Stock market reflects it that way. You never punish, the market doesn't punish, uh, loss after three months. American companies gotta make all kinds explanations of why, "This is a one-time special write-off of some real estate that we bought..." and deh deh, blah blah blah. Who are you kidding, one-time special wri- ...And the next quarter there's a one-time special adjustment made to provide for bad debts, and the third quarter....I'm not telling you anything you don't know, 'cause maybe you all do it. How do I know? You get caught up in it, you're caught up in a short term uh point of view about how to judge and assess the progress of your business. There's no such thing, in Jewish communal work, of short term, because our work is not short

term, our work is eternal! Everything you are doing will go on for a thousand years. So forget about the short term stuff. You have to think in terms of where are our major priorities this year. And if your, let me give you a very stark example of what I mean, just an illustration that'll, you know, shock you, but I gotta make my point. Supposing your Exodus goal is uh ten million, and you're regular campaign is ten million, and five of it goes for your local needs, and five of it goes to Israel for the regular Jewish Agency needs, okay, but you don't make ten in the Exodus campaign. You only make five. That, that hasn't happened in any city in America so far, and we're three-quarters of the way done, and it isn't gonna happen anywhere, 'cause everybody's doing brilliantly, that's why this example is an easy one to take. Something happened in your town and you, some, and you only did five, not the ten you were supposed to. But your obligation tells you, this is what I'm on, the sense of what are the priorities. Your heart tells you, and your head tells you, that you cannot shortchange Exodus. You must not, you should not, you dare not. You will feel crummy the rest of your life! So you say, "Okay, we only made five in Exodus. We're gonna take five out of our regular campaign, and put it into Exodus, 'cause that's the honor of the moment, that's the

priority of the age, that's the moment in history, and we're not gonna be found wanting. We're gonna take five out of the regular and put it into Exodus. So, Exodus, you asked us for ten, here's tell." Your regular campaign did ten, but you've taken five way. You've only got five left. Okay, sharp crisis. Well

**Sabi Behar:**

You borrow it.

**Herbert A. Friedman:**

You what?

**Sabi Behar:**

You borrow it.

**Herbert A. Friedman:**

Well, what I'm saying is, in terms of your allocations, you can borrow, that's one thing. If you run into a tight conservative string that won't let you borrow, you got, and you...Then you're gonna say, "Fine, okay. We'll take the five million bucks away from the regular Israel needs. We gave the five million bucks for the Russians, we're gonna take it away

from the Youth Aliyah Campaign, the children's villages, the old folks' homes in Israel, the things that the regular money goes on, the social welfare progress, the share we're supposed to put into education in Israel, all the things that our regular money goes for every year." Somebody says, "No, that's ignoble. What we have to do is split. We only got five million? Israel's gotta get two and a half, they gotta take some licking. We gotta take a licking of two and a half. Means we gotta start cutting down the center and the old folks' home and the school and so on." And somebody else says, "No, we have a third alternative. One alternative, Sabi gave you, we borrow to make up. Second alternative is we cut. Third alternative...And we cut local as well as, and we cut two and a half million out of the local. We're not talking chicken feed, we're talking heavy money. We're talking heavy cuts. We're talking really looking at salaries and number of people hired. We're talking..."

**Sabi Behar:**

Destroying agencies.

**Herbert A. Friedman:**

Destroying agencies. And somebody else comes up with a third solution, "No, we can't do that, we have to take the money out of our endowment. We got that little *kanipple* that we've managed to save up over the years, the hard way. We gotta invade it, sorry, and the previous donors who gave it will forgive us, and we'll patch up the shortfall that way."

Okay, so you've got three alternatives. Which one of the three would you take?

**Sabi Behar:**

The three.

**Herbert A. Friedman:**

You'd take what?

**Sabi Behar:**

The three of them.

**Herbert A. Friedman:**

All three of them. You would do all three? You would take some out of the endowment, with some you would do cuts, with some you would do borrowing...

**Male attendee:**

I'd let the endowment fund pay the interest on the borrowing and take some cuts too.

**Herbert A. Friedman:**

Now you're talking like leaders. Now you're talking like leaders. That was exactly the correct answer. If you're lucky enough to have as many as three alternatives, the natural tendency always is "Grab for one! Do one!" No, statesmanlike, moderate, trying to hurt the least. Okay. Having made that decision, you then have made the priorities of how you're gonna spend your money, and you've taught yourself a lesson for next year. And when you go to shape next year's budget, you build it in that way, and you send that, those principles to the back room and let the guys split...

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