

C-7429 to C-7430 Transcriptions

Wexner Heritage Foundation. Boardroom discussion. 7 July 1994.

**Herbert A. Friedman:** Andy Aaron? Jackie Aaron? Michael Becker? Dolan? There you are. Dweck I see, the two Goldmans, one Goldman, right. Anita Gray is here, Hammerman is here, Markauser okay, Carey Aberman, Carey Aberman? [**inaudible**] David Mitchell...here. James uh, Samuels, Samuels [1:00], Samuels! There you are. Muriel Webber. And Philip [**inaudible**], there you are. Okay. All right. Nice attendance, everybody is here. Um. Thank you.

**Audience member:** Herb? I've had a mystery solved, I've been wondering since I got here why BJ has bunnies on his *kippah* when bunnies are *lo kosher* [not kosher]. Do you know why?

**Herbert A. Friedman:** So do you give the answer he gives the answer?

**Audience member:** I asked a question! Give the answer; I'm trying to figure this out.

**Audience member:** Bunnies, uh like, uh, have a hardy sex drive, I think that's -

**Audience member:** He's got his wife on his mind, that's a hint -

[audience commotion]

**Herbert A. Friedman:** Barry, make somebody move, here, there's room here.

[audience commotion, conversation]

[2:00 - 2:22, indistinguishable audience conversation]

**Herbert A. Friedman:** Okayyyyyyy! Uhm, couple of comments. One person said that he was surprised that uhm, uhm, there wasn't more 'high-level inspiration,' let me just use those words, I don't think they were his. But, I think this what he was driving at, when he thought there oughta be more high-level inspiration in this course, and uh, [3:00] that I had once given a speech, uh, when we have our, uh, institute in Israel, um, couple of summers ago, um, um, on the biography of Ben-Gurion and I had illuminated the spiritual and uhm, idealistic qualities in the man's life and how he conducted himself and that uh, this was an aspect of leadership. And of course, he was the leader supreme. And that uh, that element seemed to be missing as we were going through day after day after day, all these nuts and bolts. [door closes in background] I - uh and I agreed that it was, that

this, uh, session - this series of sessions was designed and listed in the, in the catalog of courses, as a practicum. And he understood that and he accepted that, and then suggested that [4:00] I mail to all of you that Ben Gurion speech of a few years ago, a couple years ago, and that you could add that to your folders and it would uh, sort've supplement, so I thought that was a good suggestion and and, we'll, I'll do that. Um. Second comment that came up from a person was, uh, that I was talking largely on a macro-level of very big projects, and I was using examples and metaphors that came out of large scale fundraising and that he, in his personal experience, dealt only with micro- y'know you talk to one individual and that one individual gets angry because uh, the organization never sent him a letter of thanks after he made a contribution [5:00] uh, um, and y'know, presumably, he doesn't need the letter of thanks but he wants it as a record for the IRS or whatever reason, uh, I'm guessing, I don't know why he wants a letter of thanks. Uh. And they should've sent him a letter of thanks! But supposing they were short of secretaries or supposing the- or the executive director was a, a dope and didn't make sure that his staff uh, did that as a matter of course, a thousand things go wrong, so what? Do you blame the - do you, d'you take it out on

the cause? I mean all the, all the uhm, uh, put-offs that I gave you in here, and and one of them says, 'I'm not gonna give any money because I don't like the prime minister of Israel's policies.' What's that got to do with ten thousand Russian Jews coming in, that - that we've gotta pay for? So the separation between the tiny pettinesses that might occur on the macro level with single individuals, I acknowledge they take place, single individuals get their nose out of joint, um, but- but! You people have gotta rise above that, you can't, you can't be deterred, discouraged, turned off, uh, by that kind of reaction. Soothe an agitated single person, pay as much time to a single person as you possibly can, that's one of the functions of a leader, um, but don't let it change your thinking - thinking about the major attitudes you have to take on the major functions you have to perform and I was laying out this whole week, by trying to reduce it to five functions: the leader as the politician, the leader [7:00] as the general, the leader as the fundraiser, today to talk about the leader in a lesser role, but nevertheless quite important - the leader as the manager. Uh, we make a basic distinction and every course book does, and you yourself do in your own life, you know the difference between a leader and a manager. Who will try to articulate that

difference? What's the difference between a leader and a manager? Anybody wanna try it?

**Audience member:** Well a leader is also - is a visionary.

**Herbert A. Friedman:** Loud, loud! A leader is what?

**Audience member:** A leader is a visionary.

**Herbert A. Friedman:** Yeah -

**Audience member:** -and is able to communicate -

**Herbert A. Friedman:** And the manager is what?

**Audience member:** The person who executes and carries out that vision.

**Herbert A. Friedman:** Okay. The leader is the visionary, and the manager carries out that vision. Okay. Have you had any sense at all that the leader should carry out any of the vision? Sure, sure. [8:00] So these are not - suddenly these two terms are not mutually exclusive. Or - are they or aren't they?

**Audience member:** Well it just seems to simplify it, that the [clears throat] leader has to be all five of the things, but the manager um, doesn't have to be, at least he can leave out the

word visionary, he certainly still has to remain the politician

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**Herbert A. Friedman:** Does the manager have to be - oh the leader has to remain, does the manager -

**Audience member:** The leader has to be [**inaudible**]

**Herbert A. Friedman:** Does the manager have to be a politician?

**Audience member:** Absolutely.

**Herbert A. Friedman:** Yeah, why?

**Audience member:** Well, maybe not at the [**inaudible**] you meant it in terms of moving up the ladder of an institution, but in terms of being politic with the people that he or she has to manage, he certainly has to be a politician and he has to recognize all the uh, the subtleties -

**Herbert A. Friedman:** Why don't we change the word politician, the-the manager has to be tactful?

**Audience member:** A tactician, that's a better term.

**Herbert A. Friedman:** Yeah, the manager's the tactician, he's not a strategist. Because she says, ya see, the manager executes, the manager is the executive, the manager carries out

the vision. In other words, I want you as the leader to be perfectly well aware of the relationship between you and your manager and even in the smallest enterprises, the one we began with several days ago where BJ says, he set his goal with himself and his staff several of them were in managerial positions in the organization. And his treasurer. And the treasurer is certainly not a leader; a treasurer's a manager of financial department. So he, the leader, uses managerial talent - he has to - in order to carry out his work. [10:00] But does that mean that the leader has to be totally, so-separated, divorced, and unaware of, certain managerial tasks which he, I think and this is the point of today - there are certainly managerial tasks which I think the leader has to perform or at least, be involved in. okay. Yes.

**Audience member:** Well, also, y'know, manager can be at all different levels. The leader needs various managers and is the overall managing agent of all those managers.

**Herbert A. Friedman:** That's - in - that's a good point, in business, uh, have you heard of - or corporate structure - have you heard of what a rule of thumb is as between the CEO, the chief executive officer, the leader, and um, how many people - you just said - he has to manage, how many people should a chief

executive have reporting to him? What's the conventional wisdom, what would you think? How many people can a leader, with all the other things that we now know the leader has to do-?

**Audience member:** Most organizations I've been in have had three.

**Herbert A. Friedman:** Three. Okay. What do you say, anybody else say any different opinion?

**Audience member:** I read an article uh, on the chief at Intel corporation - saying that they used to have three, throughout the whole corporation, three report to three report to three, and they increased it to four, and then to five. And they, they have chosen five, uh, [inaudible] organization.

**Herbert A. Friedman:** In their - in other words, what Carey's said, is the most that a leader has to - can, can handle, to report to him directly - or her - is three. And you're now saying the number's going up, that Intel says that a leader can have as many as five people reporting to him. Go ahead. Anybody else gotten a number? Anybody else got a sense?

**Audience member:** I think it has to do with the size of the organization, also.



**Herbert A. Friedman:** Always, of course it does. But- but what's that got to do with it? We're talking about the size of the leader [laughs] the leader's one. He can have a hundred thousand employees. Mister Wexner's got a hundred thousand employees. A hundred thousand. In four thousand units - out uh, uh, outlets, stores. Four thousand stores. Okay. Uh, [13:00] how many people can Mister Wexner have reporting to him? That's my question. Before the leader is totally overrun and swamped with managerial questions that he shouldn't be dealing with, 'cause he can't. It's, y'see, this is not just a silly academic or semantic distinction between leader and manager, this is a major functional problem and if a leader find himself getting swamped with a thousand details, then he absolutely loses focus.

**Audience member:** I remember you mentioned to us in the final, uh, class of the [inaudible] group, the, uh, job you had given some of your employees or your manager at Wexner saying, find me the people to speak at the Islam session here, and you said they went out lookin' thirty or fifty people, [14:00] whatever it was, and then they came back to you with a handful. You didn't want them coming back to you with fifty people, and fifty names. You're the leader, you didn't want to have to be bogged down or

over-extended in that. And that was the perfect example of what we're talking about here.

**Herbert A. Friedman:** Correct. And I, they came back to me with five or six names, and I checked out every single one of those and selected three, and you had one - you had uh, professor Nasser and today you're gonna have Professor Awn, A-W-N, he's a, he is a Christian Arab, I wanted that slant. And tomorrow you'll have, uh, Farid Kazimi, you'll be charmed by him, I just had lo-long talk with him in the lobby. Uh, he has already met a few of you and he is charmed by you, he's full professor at um, [15:00] at um, NYU. He's um, a major international player in the academic world, he's leading - running away from...Sunday he has to be at an international conference in Bellagio, Italy, uhm. So we get out of here Saturday, fly to uh, Italy Saturday night, um, and there he sits on - and two days later in uh, I think it's Tuesday, he's got a uh, major speech to give at Cambridge University in England and uhm, when you're way up there - and Nasser is up there, and Kazimi is up there, Awn is not yet up there - um, you are running all over the world. I am running to find out who you are, so you're quite right, don't give me thirty names, there're a hundred professors of Islamic studies in American universities. But I wanna know [16:00] the top ones,

so somebody does the preliminary screening for me, the same way in the cities, uh, when we go into uh, um, uh Cleveland and we start talking with the executive director and the president of the federation and a few rabbis and we begin to throw a network out, um, a few lay leaders whom we knew, pretty soon uh, a larger meeting was held of about twenty or twenty-five people and everybody began to throw names in the pot. Well, I forget what we wound up with but I think we wound up with a hundred and something names, I don't remember, do you remember, Steve? Whatever it was, a very large number of names, fine, a whole group of other people had to do that screening and throw names into the pile. And then we wound up taking, I think, whatever, twenty-four, or twenty-three, twenty-one... No no no! Two groups! Forty-one, yeah. Uh. Okay. Mr. Wexner's business empire is divided up into, I think, I think I'm right, ten divisions. There's the Limited, there's Limited Too, for uh, teenage kids, there's uh, Express, there's uh, uh, Victoria's Secret, there's uh, Abercrombie and Fitch, he owns that, there's uh, Lerner's, there's um, Structure, there's Lane Bryant, the [inaudible], every one of those things um, is uh, uh, the whole - the whole outfit does about eight billion dollars a year and he's aiming at ten billion dollars a year. So here you have, you have ten

divisions, each division has a president, and uh, [inaudible]  
each division has a got about a billion dollars' worth of sales  
to do! So each one of 'em is, is a giant. Some are more than  
others, it's not every one that's exactly a billion dollars. Um.  
Now every one of those presidents is a president that has  
hundreds and hundreds of stores and tens of thousands of  
employees, each one. So wouldn't you think that each one of  
those presidents would say, hey, listen I got a problem and I  
uh, I wanna see Mr. Wexner? He can't see ten of 'em, he tries  
his best, he runs around in that airplane as if it's a taxicab,  
y'know, plane drops him into Houston and he spends an hour and  
he sees some people then he - do - takes a quick jump over to  
Los Angeles, and uh, see a couple people, and um, there's no way  
in the world he can get to see ten people. Whenever anybody  
talks about [19:00] the leader, the leader has to pay attention  
to this, that, this, that, that, and the other thing, I say,  
that the leader has to be the most discriminating person in the  
world to decide whom he can give time to. 'Cause he's only  
human. And he's got one wife or two wives [audience laughter]  
and uh, y'know, we're in Mormon territory [audience laughter] ...  
the Mormons, by the way, have had - had a lot of problems when  
they wanted to become - I'm digressing, I know, but it's a cute

local story [laughter]. They, they wanted to uh, become a state in the union, whenever it was, eighteen ninety-something, I think or 1902, but um, the, congress said they would not take Utah into the union unless the leaders of the Mormon Church agreed that polygamy would be abolished [20:00]. That's it. So they argued among themselves, [inaudible] back and forth and they finally said, okay, they gave in that they will abolish polygamy. Uh, there's on city in the state of Utah whose name I will not mention, but it's down in the southwestern corner of the state in a very isolated area that you can get to only by a dirt road, up to a couple years ago, now it's got paved roads and a population of four thousand people and a lot of the high and lofty members of the Mormon hierarchy have second homes down in the, uh, little uh, corner, um, and polygamy flourishes. And uh, the last mayor had uh, by last count, uh, well, one or two of them died, but six wives and one hundred children. So. That's not bad.

**Audience member:** *Kina hora.*

**Herbert A. Friedman:** *Kina hora!*

[audience commotion]

**Herbert A. Friedman:** Yeah, and if they - if they, they  
[**inaudible**] a big day school problem. Anyway, anyway, anyway,  
anyway.

[audience commotion]

**Herbert A. Friedman:** How do six wives produce a hundred  
children? Well, there may have been a few other -

**Audience member:** Okay, so it was seven wives... [laughter,  
commotion]

**Herbert A. Friedman:** Anyway, anyway. Mormons...Mormonism in Utah  
is um, uh, reducing itself in in, numbers and in influence and  
power, but increasing itself vastly all over the world in the  
enormous, uh, missionary program. These stalwart, twenty-one  
year old, handsome, clean, neat, tie, jacket, clean shirt, uh,  
non-bearded, neurotic - it's their business! [audience  
commotion] And they're moving all over the world, they're -  
great success, great success!

**Audience member:** They started a hundred years ago, they have  
more uh, there are like nine million, more than the Jews.

**Herbert A. Friedman:** They started with a few thousand people, that's all they started with. [audience commotion] All right, okay! [bangs on desk] What? They what? Wait a minute, what?

**Audience member:** The structure of their leadership is interesting because they have one, uh, it's a bureaucracy with [inaudible] starts at the base level and goes all the way up to the president of the Mormon church and he has only two people who report to him directly, two first-presidents [23:00] and then - underneath him, in the same room, are the twelve disciples of the Mormon church. Each one of them will run a division of the Mormon church's communications, uh, word perfect - since they have a piece of that - [audience commotion] and - they all-they all- but and they all live in this apartment building right next to the main office center of the world headquarters of the Mormon church. And they, and they dedicate their entire business and profession and everything lives to live there and they are centered in that world headquarters. And you walk in to meet with them, they all - the twelve disciples - and [inaudible] the two first presidents, and then there's the president of the Mormon Church, and they uh, when you meet, you meet all of them. And they um, they -

[audience commotion]

**Herbert A. Friedman:** The way -

**Audience member:** [inaudible] oh this was a Wexner seminar, it was totally different - I, I - I uh, I I had a friend who was a - who I helped his political campaign, was a congressman from Salt Lake City, and he had taken a group of his, I guess New York friends, uh, and when he was doing a big event, and he uh, [audience member: Wayne [inaudible]?] Wayne, yeah, and we made a stop at the um, at the center of the Mormon world headquarters, and you walk in and it's-it's, they're all sitting there, all -

**Herbert A. Friedman:** The visual description that he's giving you, you see, translated into-into business terms, the ten presidents of all of - the ten divisions

**Audience member:** Twelve disciples.

**Herbert A. Friedman:** But there-there it's twelve disciples, because that's a copy from - uh, don't forget their name, Latter Day Saints of the Church of Jesus Christ. Or whatever, whichever. Okay. Now, these are latter-day, means 'present day,' modern time. The same as the original twelve disciples of Jesus all of whom were nice fishermen from the Galilee, all Jews, and uh, uh, um, twelve and the two guys up here at the 'T' - at the three, one and the two - all right. Um. Therefore, every one of



you who is - and now we're not talking about the chairman of the campaign, that distinction we made yesterday, we're talking about the president of the federation. Shul, school, center, the president. We're now talking about the president, the leader as president. Um. There's still are managerial functions that you're gonna have to keep your eye on, and I listed three, and there could be many others. So let's take the three and the three are here [26:00] how to pick people for boards, that's a managerial role, it's usually assigned to a committee, to a nominating committee and you nominate names and you don't know if you're sure if you're getting the best quality or not. The leader's gotta keep his eye on the people coming on to boards. How to pick 'em. The next is... how to run an agency. Now you're the leader of the whole thing, but your project is subdivided. If it's a school, maybe you've got a lower school and a middle school and an upper school and you may be the principal, that's the leader of the whole school. And you may have uh, uh, whatever you may call it, a director of the lower school, a director of the middle school, these are your managers. And you're the leader [27:00] and you can, you have all those other things to worry about. But you still have to keep an eye on your managers, you have to know how to run the whole agency. You have

to know what the whole agency is doing, if it's a center, and you have an athletic department and you have a cultural department and you have a n old folks department, etcetera, etcetera, etcetera, etcetera, you got three, four, five assistant directors under you. You have absolutely every right to say that you cannot deal with seven assistant managers or directors of departments. But somehow or other, you have to know what's going on and you have to have somebody feeding you information and you have to have personal contact with at least [28:00] one person, if not more, who - who's got the picture of the whole agency. When you get to the federation level, where you got four or five or six big agencies, a bureau of Jewish education, a- etcetera, you all know, I mean, what that is, uh, and you're the president of the federation. And your closest right hand man is your executive director and maybe the campaign director under the executive director. So that's you, the president, and you got two guys next to you, the executive director and the campaign director, and maybe that's the tea on the top of the table, and maybe that's all you can have uh, daily contact with. Or maybe you can stretch it up to one more or two or more, maybe your women's division [29:00] is going gang-busters and you wanna be sure you keep in touch with your

women's division chairman. Um. But, so that, so I would advise you to develop an intelligence network of your own where you can keep your eye on things and beginning distilled quick, twenty-second bites of information, on the most crucial things that are happening out there. It - and even if it's a small operation, you've got to figure out a way to do that. Sometimes it's harder to do that in a small operation than it is in a big operation because in a small operation, very often, egos get in the way. And people say, why are you, why have you never, why you have never asked me anything about what I am doing? I mean, lay person to lay person. So that's the second point. Yes, Anita?

**Anita:** I have a question that is intriguing for me to ask you. You have a few years under your belt of working with more than a few of the top notch, uh, lay people, volunteers, not only in New York but in the country.

**Herbert A. Friedman:** Right. Less in New York than anywhere else.

**Anita:** Okay. What - what lessons have you learned from that whole experience and what, I mean, what would say you are the best of the dynamics of your partnership? 'Cause I view it as a partnership, I've never ...in any -

**Herbert A. Friedman:** Partnership between whom and whom?

**Anita:** I separated myself away from professional -

**Herbert A. Friedman:** Whoa whoa, partnership between who?

**Anita:** Versus your professional - versus the lay volunteers. The president and the director. Whatever, whatever.

**Herbert A. Friedman:** Partnership. Okay. We'll get to that.

**Anita:** What are those lessons.

**Herbert A. Friedman:** Good question. We'll get to it, okay.

**Anita:** In all those years

**Herbert A. Friedman:** Partnership between the professional and the lay leader, it's a legitimate question absolutely. Uhm, we'll get to that in one second. And the [31:00] third area that I thought you would have to keep an eye on as far as not-not your responsibility, but you better keep your eye on it, how to prepare a budget and how to live within it. And you can rightfully say, hey, whoa, I can't come - and I'm telling you that if you just leave it to him, I don't care how happy and good your relationship is with him and I don't care - care how high your estimation of his quality- of his abilities is, um, don't you ever lose touch with that item. 'Cause that's a very sensitive item. First of all, it's a sensitive item in terms of

uh, the cause. I mean, you're trying to raise a million dollars for the school. And you [32:00] worked the budget out and you decided that the overhead costs of this operation shall be two percent, I mean, when I came into the r-run the national UJA in the early 1950s, I set the overhead budget at three percent. And when I asked the comptroller how many people did we have the payroll, he said two hundred. And I said, cut it to a hundred and fifty. He said, well, uh, how shall I cut it, where do I c- I said, I don't care, you just cut it. By fifty people. Because I want here, I wanna uh, tradition to develop, that *kadosh kadoshim* - the holy, holy three percent - don't go over it, not by a penny.

**Audience member:** How'd you arrive at three percent, though?

**Herbert A. Friedman:** Because it - I uh uh, I don't want to bother you with the whole lengthy analysis, I made a very, very lengthy analysis [33:00], I wasn't just out of the air. I didn't - I fairly do it, it seemed to me that that would b sufficient for us to do what we had to do, there were sixty-five fieldmen and I didn't think we needed sixty-five and I thought he could cut it by at least ten or fifteen, and they all started to yell and scream that I would then lose -

**Audience member:** So you did care wherever he cut it

**Herbert A. Friedman:** What?

**Audience member:** You did care where he cut the fifty people from. You had an idea that, when you told him, of what you wanted to wind up -

**Herbert A. Friedman:** Oh I had an idea in the back of my mind, I didn't tell him, I said, you go cut fifty people. Now, y'know, I'm not telling you every sentence. And then you come back to me and tell me where you're cutting 'em and then I'll veto it or prove it or change it. In other words, ultimately, the leader makes all the decisions in matters which he decides are chief policy and I decided this was a chief policy item. I didn't have to do it every year, I didn't continue to do it [34:00], once I got the thing down into shape, ummm, but at - but at one point, I had to intervene and stick my nose into it.

**Audience member:** But were you trying to validate your decision then by saying, eliminate fifty people, you come back and tell me where you wanna eliminate them, but I already know where I wanna eliminate them, and what division to -

**Herbert A. Friedman:** Yeah I don't have to say that last sentence to him, I say it in my own head.

**Audience member:** Well that's' what I'm saying, are you trying to validate in your own mind what you've determined by letting them...this--this manager, if you will, come back with uh, with that decision.

**Herbert A. Friedman:** My trouble is with the word 'validate,' I'm not trying to validate anything. I wanna bring this size down-

**Audience member:** I understand.

**Herbert A. Friedman:** Oh, okay.

**Audience member:** I understand that it troubles me too, 'validate,' because as a leader, you've made a decision that fifty people have got to go and I think that this division can operate with five people as opposed to ten, and this people-- you've already made that decision, why -

**Herbert A. Friedman:** No! I haven't made that decision. That is not - that is my opinion, I want to do that, I believe we should do that, I believe we can do that. But I never dictate until I have to. Always at a certain point in time, you have to dictate, and you have to dis-stop disagreements and ya have to listen to

all the arguments back and forth and then you gotta say, [pounds table] this is it, this is what we're doing. So I like to begin a project knowing what I'm gonna - what I would like to end up with. Then I gotta work toward that. Now, don't give it a lot of time - and I don't wanna have a lot of difference of opinion - with the, uh, managerial group, but I wanna make sure [coughs] excuse me, that I'm not crazy and I wanna make sure that they're doing the right thing, and that- they're making the choices the right way. If they come back to me and say, we've got sixty five fieldmen, let's cut it in half, I would say never, no, you guys are wrong. Let's look at the clerical staff, maybe we can find more cuts down there. So that's the give and take between me and them, yes, I know where I wanna go, yeah, but I wanna check on whether we're getting there the right way in their judgement. And - and and, the - look, once in twenty five years, I had a strike. The entire clerical staff and the entire field staff went out on strike. And the issue was over salaries, nothing else, oh, working conditions were fine and the health, the the medical plan, oh, okay, no problem. They were getting 28 days a year holiday, or something like that, between the Christian, the the, national holidays, the Jewish holidays, so -



**Audience member:** Maybe they weren't getting enough Jewish holidays -

**Herbert A. Friedman:** ...after, after a while, I mean, the first two days of Pesach, and the last two days of Pesach and this first and the last on Sukkot and blahblahblah. And then they added up, more holiday, more Jewish holidays than national, and the two week vacation they were getting was the least of all! So there were no complaints about anything except salary. And that's when my three percent, uh uh, just rang a bell in my head. And I said, *kindeleh*, I can't give you any more money. I can't. I negotiated with 'em, you shouldn't, but I could smell that this thing was getting nasty and we had a good team of lawyers that was doing it, they had a good team - it was a nati- it was a big union, union whatever, I don't remember, the number of it. But I took a hand in it 'cause [sighs] I- what - what I tried to do was stay off the strike and I failed and they did indeed go on strike. And I said, you know perfectly well that I'm - I'm trying like crazy because every buck that we can, that we don't waste in overhead, that's another buck that goes to Israel. Or Morocco. Or Rumania. Uh, no, they were all heated up and their union negotiator heated them up, and I- I mean that's all part of the gig. And they went out. They were out for seven

days, and we kept going with our executive staff which was not unionized, obviously. At the end of seven days, they caved and they walked in and they said, okay, they'll come back to work but they want to get paid for the seven days. So I said nothing doing, they walked out, they came back in in fifteen minutes and they said, okay, we'll go back to work. And - then I got a big smile on my face and I said, well listen, I don't blame you for trying. They got a big smile on their face and they said, yeah well, we thought what the hell well maybe, y'know, and uh, everything - finished, and it ended happy. Uhm. Not happy, but it ended and it was all over and there were no- no rea- no no lingering repercussions. They all want back to work good and hard with a big pep talk about the fact that um, I understood they had families and they wanted more money and I could only give 'em the raises that we were managing to give 'em every year, they got a raise. And that in the long run, if this were a profit-making organization, I probably would've been less tough, but that this is not, and that we were all engaged in a huge cause and so on and so on, and ... so the morale came back pretty fast. Okay. And later on, after it was all over, uhm, uh, one of the top lay leaders of the organization said to me, why did you waste your time in that? And I said, I don't consider that I was

wasting my time, I don't. Because the morale of these people was crucial and that's the leader's responsibility. And because I was trying to come through a touch situation with the minimum harm to the morale. And actually therefore all that we lost was seven days of work. That's all. Morale didn't get lost, the eye on the cause didn't get lost, the-the bottom line on the budget didn't get lost. Actually, so what's seven days loss of work? C'mon. Um. And I felt that by intervening in that, I was not violating the rule of a distinction between the leader and the manager. [41:00] So I'm telling you that little story, uh, just to admit that it's a tough, tough line of demarcation and nobody can tell you there's no right or wrong, absolutely not, there's no such thing as 'that's the right way to do it, and that's the wrong way to do it,' no. It be- it's, it's it begins to be that business of, what I said this, this whole thing is an art, more than it is a science. It's not a science. I'm trying to give you all the rules to try to- to try to do it as as, as successfully as possible, but the application of those rules just depends on how good your nose is.

So those are the three things I wanted to get done this morning and now, Anita has uh, added a fourth one which is, um, um, not related to this question of the leader as manager, um, [door

closes] it's related to the question of uh, the leader as leader. How does he relate to uh, pro - the professional executive director, that's his -a-a opposite number, that's his counterpart.

**Anita:** And-and what can we learn from your experiences so many years in dealing with situations like that?

**Herbert A. Friedman:** Okay. So well have time to get to that. Let's go quickly through the first three, uh, how to pick people for boards. I named five types, five uh, uh, categories if you want, of people whom you should look for and whom you should want to have on your board and I'm talking about whatever your main board is. Uh, and I'll - we can go through the five types very quickly. But I'd like to say one thing about the size: I disagree totally and completely with the notion that a board is, that membership on the board is a way of giving honor to somebody, giving *khaved*, uh, uh, a re-reward for long years of service, put it any way you want. That theory results in making the board a dumping ground and boards get up to humongous numbers - fifty, sixty, seventy - federations sometimes have boards as high as a hundred, um, and it gets to the point where you've got names on both sides of the letterhead [laughter] you can't fit 'em on and uh, it's a joke. It's a joke.

Audience member: What do you think though of advisory boards for the people wanting to work their way up to the voting board and at the opposite end they've got a thing called board of governors or board of advisors, we have people who you wanna give the [inaudible] to, but you don't want 'em all the time, and so you sorta put them on this board of governors. What do you think of the two opposites?

**Herbert A. Friedman:** I don't have any objection if you wanna create fifty boards, so long as they never meet. [audience laughter] -and they're never asked to do anything.

**Audience member:** They're another name for a committee, is what you're after.

**Herbert A. Friedman:** You're cluttering yourself up! You're gonna get a heart attack, the arteries are full of plaque! Don't you understand that? They're blocking you!

**Audience member:** They're just an ego position.

**Herbert A. Friedman:** What?

**Audience member:** They're just an ego position, one way or another, 'cause everybody who's on the board should -

**Herbert A. Friedman:** You guys oughta be smart enough and bright enough to figure out a way to give the [inaudible] without letting the, these needless groupings get involved with governance. Because governance is the matter of making decisions about your organization, and there's no way in the world that you can make a decision about anything, anything, with a group of people larger than seven. And if you wanna ratifying group, to what the seven decide, then have ...if you, whatever name, I don't care what the names are, you wanna call the seven people your executive committee and you wanna have some slightly larger buffer group in order to show that you're uh, that you take people's advice or that you're more democratic, I don't care what your motive is, it don't make any difference, around the seven build a cluster of twenty-five, so the seven [46:00] plus eighteen, fine. Uhm, y'know if you want, if you like Jewish numbers, so uh, eighteen is a *chai*, so you have seven executive committee and you have *chai* number of uh, whatchamacallit, uh, I don't care what you, don't ever use the word advisory committee about anybody that you want to ask to make a decision or ratify a decision, you're not asking for advice. Your advice, your solicitation of advice [door closes] can come through a whole other network, I need somebody to give me advice on thirty names

of what - the base Arabic professors in America. So I can ask thirty people, give me advice, I can call thirty different universities and ask somebody to give me advice. Um, I don't want- I don't want that group to have any authority whatsoever, I don't want 'em ever to come in [47:00] to a meeting, I wouldn't wait five minutes of my time sitting in on such a meeting, so I wouldn't call it a committee, I don't like advisory, it's not good, you don't need advisory committee - you need advice, so you call anybody you want to get advice.

**Audience member:** Is there a difference between the leader of - is there difference between a leader of the federation and a leader of a school or a temple in the sense that you- I think that you would want the feedback of your constituency, whether it's the PTA or the congregation in - in terms of what direction they wanna go in, and is there any relationship there between the size of that that board uh, ratification uh, and the uh, size of the constituents.

**Herbert A. Friedman:** None at all.

**Audience member:** So it doesn't matter if you have two thousand members uh, in a school, you still have twenty five people.

**Herbert A. Friedman:** How could you possibly take the opinion of two thousand people by any mechanism that you would invent? You can't! [48:00] And if you have a board - if you have a board of a, fifty, instead of a board of ten, you think you're gonna get better advice? You think they're gonna get you more feedback?

**Audience member:** I understand fully, I understand fully what you're saying about the ability to conduct business with a board of that size and get anything done, um, I'm just talking merely in terms of not an advisory board but of a way of the leader understanding what the constituency wants or feels about what has been done and what change [**inaudible**] because otherwise you're talking about a dictator rather than a leader.

**Herbert A. Friedman:** When the Gallup poll wants to find out what two hundred and fifty million Americans think, how many people do they call?

**Audience member:** Eleven hundred.

**Herbert A. Friedman:** Eleven hundred. Fine. I got no problem. You wanna - you got a - you got a constituency of two thousand? Pick one hundred of their names off the membership list [49:00], invite ten people to be your telephonists, they will call the hundred people with a series of ten questions, they will write



down the answers, and they'll bring you back what your entire constituency thinks.

**Audience member:** Yeah, but rabbi, how do you deal with the [inaudible], in other words -

**Herbert A. Friedman:** I don't care how you give 'em the *koved*, you can give 'em all the gold watch every year, you can put their names up in great big letters on the outside of the building, you can hire stonemasons, you can do what you want! Do whatever you want! But do not clutter up your arteries with fat! Or you'll have a heart attack! [audience laughter]

**Audience member:** One organization [inaudible] an honorary board of these people, and we invite them to come once a year for one meeting of the regular board and they never show up anyway, it's not another evening scheduled, there's no more time schedule. But they get to come for elections and some other [inaudible] and they get to be on an honorary board.

**Herbert A. Friedman:** That sounds to me like an annual meeting of the member.

**Audience member:** That's kinda what it is.

**Herbert A. Friedman:** Well, so that's not a board, don't call it a board!

**Audience member:** No no no no no, the member, the honorary board's only a certain number of people. They're major givers who now are involved in -

**Herbert A. Friedman:** I'm just telling you to stick - get away from the word 'board.'

**Audience member:** On this list, how 'bout fund giver, major fund giver? Who would like to be at this board, but not come to meetings? Is that okay?

**Herbert A. Friedman:** No! It's not okay! It's not okay [laughs] and and - hey listen, I don't care. I don't care. I - all I know, all I know -

**Audience member:** Isn't it your challenge, Herb, -

**Herbert A. Friedman:** Carey, go ahead -

**Audience member:** I mean - I think you're challenge, though, 'cause I mean - [**inaudible**] there may be times when you do that, but the point is so many boards [51:00] have cluttered the boards with only fund-givers, to the exclusion of the other types of people that then they - then they're not effective.

**Audience member:** Boards are not supposed to be effective anyway,  
let's get -

**Herbert A. Friedman:** Well, then what do you have 'em for?

**Audience member:** You have 'em because you - you need to make  
people feel -

**Herbert A. Friedman:** No you do not, you -

**Audience member:** You need to have your organization  
representatives [**inaudible**] committees to do the work to do -

**Herbert A. Friedman:** You do not ...You have, for fifty years, been  
doing it wrong and any [audience laughter] and anything that I  
ever had any connection with, I didn't do it that way. That's  
all I can say.

**Audience member:** How can you say that? Look at; look at the  
board of trustees of the United Jewish Appeal -

**Herbert A. Friedman:** I don't know what it is -

**Audience member:** Or the board of the campaign cabinet of the UJA

**Herbert A. Friedman:** I think today it is some sort of distorted  
elephant -

**Audience member:** You're right.

**Herbert A. Friedman**: I don't understand its shape, I don't understand - Sir?

**Audience member**: When you were - how big was it when you were...?

**Herbert A. Friedman**: When I ran the UJA [52:00] we had no executive committee, we had no cabinet, we had no board. Here's the structure -

**Audience member**: Who did you have?

**Herbert A. Friedman**: This is what we - I'm telling you, here's, I was about to say, here's the structure, here's what we had. We had a chairman that was one of those very prestigious people, I - it was - whose names I told you the other day.

**Audience member**: How'd you pick your chairman?

**Herbert A. Friedman**: I did. Can I -

**Audience member**: Y'know, God bless you, you practice what you preach, and that's great.

**Herbert A. Friedman**: Yeah, yeah. We had a chairman, we had an executive vice chairman.

**Audience member**: Who picked him? Her?

**Herbert A. Friedman**: They pick me.

**Audience member:** Oh you were - right. Okay.

**Herbert A. Friedman:** I was the executive vice chairman, I was the pro, the pro always -

**Audience member:** Today you would be the president!

**Herbert A. Friedman:** I was the executive, then I promoted myself to the executive chairman in order to let one guy under me become executive vice chairman. For some reason, -

**Audience member:** Staff? A staff person?

**Herbert A. Friedman:** Yes, yeah, a staff! Irving Bernstein. In order that he felt, he wanted a title, I said, titles don't mean anything to me, but in order to make him executive vice chairman, I had to get out of the way. So I invented the title for myself, executive chairman, it's a paradox. It's totally incorrect title. There's no such thing as an 'executive chairman,' there is chairman and chief executive officer, you can do that, but the chairman and the chief executive officer is a layman. So I call myself executive chairman, nobody caught the fact that this is a total anomaly, totally incorrect, but it allowed him to be called executive vice chairman and he was happy and I didn't care so okay. But the structure in my day was

one professional boss, one lay leadership lay-boss, and we had to work just hand-in-glove and in all of the decades, I never had one argument that was of any serious nature with any lay leader, and he never had one argument with me. We had differences of opinion on some things, so I would say, Bill, look, what the hell, how d'you wanna do it, c'mon, let's do it the way you wanna do it. I wasn't being patronizing, or he would sometimes say to me, oy, listen Herb, let's do it the way you wanna do it. Because always when you get into a situation that intimate and that high up on the top, neither one of you is suggesting anything that's gonna be very seriously harmful uh, it - it neither one of you is making a major error, okay.

Uh, then we had about four or five guys whom [55:00] we wanted to c- whom we wanted to consult when we wanted to do something. Y'know, major.

**Audience member:** Did you ever pick a uh, chairman that ... to travel with, a [inaudible] or anything else?

**Herbert A. Friedman:** Did I ever have a chairman what?

**Audience member:** That it didn't' work out, that you uh, you - you realize after a while that you have a Scavo or anything else like that.

**Herbert A. Friedman:** Okay, I didn't get the name that you mentioned. But did I ever -

**Audience member:** Is aid did you ever have a situation where you picked somebody, did you ever have a situation where you ever picked somebody and it didn't work out, that's all.

**Audience member:** Because of scandal or something like.

**Herbert A. Friedman:** A scandal? Is that what you said?

**Audience member:** I don't know, you were at it twenty-five years...

**Herbert A. Friedman:** Yeah, sure, there were all kinds of things. Nope - never, never, never have an Ivan Boesky, never. Never never never. And by the way, Ivan Boesky I want you know, in one - one tiny little matter - did indeed act like a gentleman. And that was the matter of his name being up on the uh, JTS library, correct. Uh, you know the story. And the chairman of the board of the JTS at that time was uh, uh, y'know, um, c'mon, the stockbroker. No. It'll come to me in a minute. Uh, Steven Peck. Peck, Weiss, and Greer. Steven Peck was the chairman of the board, Steven Peck was the one who had solicited Boesky to make that gift, I forget what it was, three million dollars or something. And Steven Peck went to Boesky in

prison and uh, before Peck could say a word about what he had come for [57:00] - which was to ask Boesky to withdraw -

**Audience member:** But leave the money.

**Herbert A. Friedman:** What?

**Audience member:** But leave the money!

**Herbert A. Friedman:** No. No. Returned the money, take the name off, and before he could even say that, Boesky said it to him. Boesky said it to him. And Boesky didn't even say, 'return the money,' Boesky said, 'for the good of the seminary, you ought to take my name off, Steve, take it off.' And Steve said, that's what I came here to ask you to do and to tell you we would return the dough. And he said, look I haven't paid it at all anyway, whatever I paid in forget it, let the - let the uh, seminary have it. Uh, so, I never had a sca- never one like that. There were minor scandals about like, peccadillos now and then, uh, uh. Minor scandal about one guy, uh, who over-pledged very drastically, should never, never, never have pledged that kinda money. And tried to make it through a Ponzi-like real estate scheme, uh, and that was no good - uh, but that was not a major scandal, nobody was - went to jail, nobody uh, uh, uh, um, was hurting a major way - he was hurt, and one or two other



investors who went in with him were hurt, uhm, no. so we ran it by - four or five people whom we liked and trust who were previous chairmen who were uh, above and beyond any personal motivations, they didn't need *koved* and they didn't need uh, public attention, and they didn't need anything. They were just sincerely devoted, they were old, senior citizens who had gone through the ranks themselves [59:00] um, deep lovers of Israel, deep lovers of Judaism and the Jewish people, um, one of them is a ninety year old man, now and I'm sure that he won't mind my mentioning his name, and that's a name - a real estate guy in New York by the name of Jack Wiler, if that name is known to anybody - he built a building, that's right, on 42<sup>nd</sup> and 6<sup>th</sup> um, and he put on the top of a building, he put a *sukkah*, and every year during the four days of *chol hamoed* [Sukkot intermediary days], uhm, there's a lineup for people who want to use that for organization -

**Audience member:** His grandson's in this program.

**Herbert A. Friedman:** What?

**Audience member:** His grandson's in the program.

**Herbert A. Friedman:** David Arno is his grandson. Uhm, so, we had three, four, five guys like that, I mean, way above and beyond

any kind of reproach or any kind of personal angle at all. And I knew I could count on their opinion and uhm, then [1:00:00] uh, or, uh, around that, since we had to have a uh uh, at least a uh, uh, paper corporate structure, I mean, more than a paper - we filed every year with Albany, um because we were a new York corporation and we filed with uh, IRS< and we filed with the department of commerce because they wanted to know, uh, the figures. Um, so I don't wanna get you - give you the wrong impression when I say corporate shell. What I mean is, it was a small corporate board, which met once a year for one hour, with an agenda that was written to them in advance, all the backup data was written to them in advance, the uh, whatchamacallit, [unclear] he was the first accountant, we had uh, annual audit, you sent all the paperwork. Y'see, interruption, boards that you want for for corporate or legal or financial validation that you have to have to a board meeting and you can't and you - can't do it by telephone consent, you cannot in regard to uh, financial audits. So you have to have the meeting, you send 'em all the data in advance, they read everything, they come to the board meeting, and the board meeting takes an hour. And you got the resolutions written down in advance that they have to vote on and they vote and they- there's never any policy matters, never!

Any policy matters that they have to do. That would take long arguments around the table.

**Audience member:** [unclear] like that, they have a hundred back of the, whole back of the letterhead is executive committee, they hold their meetings in Washington, so only a few people show up but it's - it's basically, y'know, the seven guys you're talking about are past the chairman, past president -

**Herbert A. Friedman:** See, but I don't wanna have a hundred names on and have them all - you wanna have them, I don't mean you personally, you're - the argument is put the hundred names on because it's good for *koved*, and I say put the hundred names on and you have a potentiality of problem once in a while and I don't want it.

**Audience member:** You had said before that seven people or whatever is a good working number to make decisions and then -

[Recording cuts out from 1:02:25 to 1:02:29]

**Herbert A. Friedman:** Uh, which would 'a killed me then 'cause I would not have participated in it, but which you all gotten used to and you all put your time in on it and I don't, I ...y'know I

don't know why, I admire it I respect it. Well, I don't think I respect it, I don't think I respect it.

**Audience member:** Why?

**Herbert A. Friedman:** Because it's a waste of time, and you think it involves - you think it binds people in and bonds people in and it causes them to buy into the program all the rationalizations that I've heard, I don't believe it [1:03:00].

**Audience member:** Well, that's 'cause you're speaking from a different perspective -

**Herbert A. Friedman:** That's all I can speak from!

**Audience member:** But you're speaking from the staff perspective, we're speaking from a lay perspective.

**Herbert A. Friedman:** Yeah but a lay perspective if you honest-to-god wanna get it in at the policy making level and become one of the seven people, then earn it, buddy! And you can sit there, because [raises voice] nobody will keep you out. Nobody. Y'see the amazing thing is, that the - the openness and the permissiveness, the mobility inside of our society, inside of our Jewish society, I know people who have come in and made their gift at a given time and three years later they're the

[door closes] president of the federation. I think that's nuts. But I know other situations where people can't get to be the president of the federation for forty years. I think that's nuts. I think that there is an uh openness, there is no closedness except in very, very few instances of very snobbish and nasty and and and restrictive philosophy and that's not very many places in America anymore. And therefore if you wanna get to be one of the seven, so to speak, the door's open to you. Sometimes -

**Audience member:** I'm not sure I agree with you.

**Herbert A. Friedman:** Well, I'm sure you don't

**Audience member:** - in some instances. I agree with you in most instances.

**Herbert A. Friedman:** Well, that's pretty good. [laughs] Most, I'll take most with some exceptions.

**Audience member:** [unclear] but what's the purpose of the board?

**Herbert A. Friedman:** Now. The purpose of the board if you insist upon having one is to keep it small and to make the policy decisions or at least ratify them. That's the purpose of the board. I believe that good decision can be made by a smaller

number of people rather than a larger, and I believe that if you  
wanna have ratification by a larger group, that it shouldn't be  
too large because you may call the meeting just for  
ratification, but those people once they're there, they want to  
express their point of view and they're entitled. So you gotta  
realize that the meeting of your larger group is also going to  
turn out to be a policy-determining meeting. They do not wanna  
come just to be a rubber stamp. You have no idea the one common  
denominator on the thousands of written questionnaires that we  
have gotten back now from thousands of people whom we have  
interviewed in twenty-four cities, and I'm not exaggerating, the  
number of written questionnaires is in the thousands. And we  
have one question on that questionnaire, question number fifteen  
- and it is, 'what is it that you don't like to do in community  
work?' And all the answers [1:06:00] to that question reveal all  
of the beefs. I don't like to make cold calls, I don't mind  
soliciting by telephone but I like to talk only to people I  
know, I don't like to make cold calls. Number two, I don't like  
to go to useless meetings, and all the variations on that theme.  
I don't like to go to meetings where there's no preparation and  
the meeting is fumbling uh, or I don't like to go to meetings  
that don't reach a conclusion and the only thing they decide on

is the date of the next meeting. Everybody takes out their diary and looks when they can have [mumbles]... and they go, they list - it boils down to a very clear statement: I am willing to do anything where I feel that I can make a difference. Meetings are not one place where I can make a difference [1:07:00]. I have a certain amount of time to give, I'm willing to give that time, I don't wanna waste that time at needless meetings, over and over and over and over, whatever the language, they're all saying the same thing. They're all saying it. And so I do not believe that you have to pack people into boards, committees, and etcetera, in order to give them *koved*. As a matter of fact, what they're telling you is, that's exactly what they don't want to do, they resent it! You're not only not giving 'em *koved*, [raises voice, bangs table] you're imposing on 'em! With doing wasteful things and if there's one thing haven't got today, it's time to waste. So. There I'm one hundred percent clear that it's not just my opinion, I gotta thousand written opinions that say that. From you, from the best - you are the best there is. And that's what you're saying. Yet you keep on doing it. You keep on doing it. [1:08:00] you - there's - there are no revolutionaries among you, the mark of true leadership is to make change.

**Audience member:** I'll disagree with that for a second.

**Herbert A. Friedman**: You disagree with that?

**Audience member**: No, I think there are a number of people - I'm speaking from experience - that um, there are a number of people, for example, in different issues that are going on in the Cleveland area that are changing the way that meetings and the process the way things done -

**Herbert A. Friedman**: Okay.

**Audience member**: And I think - I think it's exactly to your point that people want to give their time, but they wanna give it in a meaningful way. They want relevance. And they also want action.

**Herbert A. Friedman**: Sure.

**Audience member**: And they don't want the bureaucracy to take -

**Herbert A. Friedman**: That's right.

**Audience member**: And [unclear] by-by

**Herbert A. Friedman**: So what is the disagreement, where are we disagreeing?



**Audience member:** I-I-I I'm disagreeing with you that I don't think that they're ... you-you mentioned that you didn't think the change was taking place, and I was speaking to the point-

**Herbert A. Friedman:** Oh, oh ah

**Audience member:** - that you're right, that it needs to take place and I think you're starting to see some of that happen.

**Herbert A. Friedman:** Ah, well, okay. We- we- we're, then we have a difference of appraisal as to whether anything is happening [1:09:00] or not, and you're satisfied with small the-increments

**Audience member:** Not enough

**Herbert A. Friedman:** Not enough, yet, yeah, what I call small or incremental uh, or tinkering, I - listen, maybe it's a difference in age [laughs] uh...

**Audience member:** Y'know what I found? You need to understand how to productively go about making change.

**Herbert A. Friedman:** Well, sure!

**Audience member:** And that to me is such an important lesson to learn.

**Herbert A. Friedman:** That's right, well, my god, that's a matter of tactics and I didn't even try to handle that in this course because that is dependent on psychology and everybody's psychology's different, no way you can make any generalizations about that.

Let me go quickly, quickly down that list of - uh, when I said there five things, I think you [**unclear**] and you tell me if there are others. Number one, intellectuals. You see it in that first sentence, you need some intellectuals. Uhm, they're valuable, um, all they can do is conceptualize -

**Audience member:** You don't sound convincing.

**Herbert A. Friedman:** Well, I'm not very convinced. But I think you need one or two, uhm, because they can conceptualize, they can create new ideas, uh, they can't really carry anything out, they are really abstract rather than concrete and specific. They see both sides of every question, so they can't decide anything and they pride themselves on that because that's their professional training. They research, research, research, research, and they can see this is, this can be done this way, or it can be done this way, and the minute that I hear that, then I know that I haven't got a leader there. But! On - if

you're gonna have a board [audience member sneezes] of a handful of people, you-you gotta find one, you gotta have one like that who is enough of a Jew, now, ninety-nine percent of the aca-of the Jewish academics of America aren't Jews in any kind of practicing sense. You think hard, think hard, whether I'm right or wrong about that sentence. All the academics we have on this faculty, about twenty-five of 'em, and I have said this sentence to every single one of 'em, they all say, you're right. And then, y'know, they add a sentence, it's a shame, it's a *shonda*, it's really too bad we can't get 'em involved, there's no way, uhm. But I say - that while I really don't respect them in terms of Jewish active communal life, nevertheless, if you find one who is caring and every one of these twenty-five people is caring, because we wouldn't have chosen them simply on the str- on the merit of their academic qualifications [1:12:00]. There's no Jewish faculty anywhere in the country in any institutions, including any rabbinical seminary, that's as good as this faculty. There really isn't. you take twenty-five members of the faculty of HUC, or twenty-five members of the faculty of YU, I don't care where you go, you're not gonna get anywhere near uh, a conglomerate talent such as you have here in these twenty-five people. And when I talk to them, they anguish just as much as I

do about the fact that they can't get their colleagues interested, they're all on college campuses, they're all Hillel organizations or some form of Jewish student organization. You can't get [raises voice] any of them to step out of line, come on out, work hard for the local Jewish student organization on their [pounds table] own campus! They don't have to go anywhere! That's a condemnation. And still, I say, that on a board, if you - whatever you're running - you've got to have an intellectual, one or two, because you need that broadness of mind which they have. Which then you, you, can capitalize on.

Number two, you need pragmatists. What's a pragmatist?

**Audience member:** Somebody who adds the checks and balances, somebody who can evaluate ...

**Herbert A. Friedman:** Somebody who's practical, somebody who's - who's who's, uh, um -

**Audience member:** -is gonna put the intellectual in place.

**Herbert A. Friedman:** [laughs] No, somebody who can just supplement, strengthen the bloody intellectual, y'know, take and turn what he says into - or she - into reality.

**Audience member:** Translate it to [unclear]

**Herbert A. Friedman:** Oh! Translate it to the bottom line. Number three, you need some, uh, fundraisers, uh, as we talked about them yesterday and described them because you uh, you just need it. Because you gotta have uh, some few people to help you on, on the main load of uh, of raising money. Uh, number four, um, I think you need some compromisers because Jewish communities have an incredible affection for fights. We love 'em. Or you wouldn't engage in them. Uhm, and you engage in them to an unbelievable extent in a world which is supposed to be uh, denuclearized and [laughs] but no, the combative instinct and the inability, inability, for this um, stubbornness, which characterizes - y'know, in the, we- we have a Hebrew name for ourselves, we are *am k'she oref*, what does *am k'she oref* mean? Stiff-neck! And you ain't gonna tell me what to do. Now, uh, the opposition maybe said in polite terms or it doesn't make a difference, it's a stiff-neckedness. And we pay a price for it because a lot of needless community fights, totally needless, always - or usually ending in a stalemate, so nothing is achieved, it's all [unclear], here this one and then ...[mumbles] and then ti ends the way we began, nowhere, nothing - no change, no movement. Uhm, therefore on a board, you've always gotta have somebody, man or woman, who can - how di di write it? Whose mediating

skill will help find solutions to seemingly intractable  
[1:16:00] conflicts. Uhm, if a conflict seems absolutely  
insoluble, you can't solve it, don't know how to do it, you  
always gotta have somebody on that board who can say, Chaim,  
Chaim, c'mere, let me talk to you, and something in the voice or  
there's something in the what, I don't know what it is, some  
magic pill, some silver bullet, some magic gene, something,  
something. And if you've got a person like that who can defuse  
conflicts, that's a very valuable type of person to have on the  
board. And the only reason we need it is 'cause there's always  
the danger of the eruption, unexpected, unprovoked, and uh, ya  
gotta have somebody uh in the stable um, who you can call. I  
mean if you, if you have a doctor on the board in case somebody  
gets a stroke or a [1:17:00] heart attack [audience laughs]. So,  
in this case, a fight breaks out, it's good to have a  
compromiser on the board.

And the last number five, what you need is what I call  
power-brokers, and you put the power-broker, I put the power-  
brokers in quotation marks. And I put it in quotation marks  
because uhm, because it's an indefinable characteristic and yet,  
everybody knows who the power brokers are. Everybody knows who  
they are, by some kind of tom-tom signal, that goes on inside of

our psyche, uhm, we know if he's a power broker in his town or not. We just know it. Either he is or he isn't. and what- what I wrote is you need some power brokers who support will almost automatically put a stamp of approval upon a particular project or decision.

**Audience member:** Well isn't everybody on the board, doesn't everybody on the board ultimately fall into that category?

**Audience member:** Oh God, no! No!

**Herbert A. Friedman:** No, no! [Unclear] -

**Audience member:** After they're on the board, everybody in that - in that community will know that these are the people that will affect the change.

**Herbert A. Friedman:** No, these are the people who will vote. Now the vote might be considered progressive or retrogressive, the people sitting on the board have the power to vote but they are not necessarily the power brokers in town.

**Audience member:** I understand the difference, but once you - you- you've accumulated this board, then those people who weren't known as power brokers before, will be perceived as that. That's, that's what I'm trying to say.

**Herbert A. Friedman:** No, no...no. And your, and your, [1:19:00]  
and your colleagues are also shaking -

**Audience member:** Are you talking about within the board? A power  
broker on the board, who can sway other board members?

**Herbert A. Friedman:** No, no no no no no no. I'm talking about -  
a power broker in town, you've gotta incorporate into -

**Audience member:** To get community support.

**Herbert A. Friedman:** You have to incorporate into your board an  
intellectual, he's outside somewhere, you gotta get him in, you  
have to incorporate a good compromiser, y'know? Uhm, maybe she  
never comes near your board of your school, but the reputation  
over there in Hadassah is that she can settle any damn fight in  
the world. Well she's a good one to get onto your board, so like  
you're bringing in the board certain types of people, is what  
I'm saying. Bring in, and you must have this, a couple of the  
power brokers in town because if they're on your board and  
you're trying to arrive at a decision and they have come along  
with it, and they have voted with it for - in favor of it - and  
they have bought into it, then it automatically means if they  
are really the power brokers in town, or among them, the power  
brokers in town, if you have a *minyan*, you have a lot! In a big



city. If you've got a *minyan* of them, there're names of people, men or women, who stand so far up above uh, everybody else, that when they say a particular project or program is good, that puts a [pounds table] kosher stamp on it! And you need that for your organization.

**Audience member:** I understand perfectly well, but I still think that one - I understand you wanna bring a power broker onto your board, but once you've accumulated this board, your board has the effect - it is that stamp of approval. And all therefore, the compromiser and the pragmatist will also then be known to the outside that they're power brokers. That's all I was trying to say.

**Herbert A. Friedman:** How many people think that uh, [1:21:00] that process, which was just described that when someone comes on that person automatically becomes known in town as a power broker? How many people think that's what happens? I see shaking heads, I wanna see hands.

**Audience member:** If it's a fantastically prestigious organization that has some effect of that.

**Herbert A. Friedman:** Even if it's the most prestigious organization in the city, whatever it is, how many people think that his thesis -

**Audience member:** Can I say something?

**Herbert A. Friedman:** No, I wanna, I wanna see a hand - a show of hands on this question. How many people think he's right?

**Audience member:** I do!

**Herbert A. Friedman:** I know you do! [laughs]

[audience commotion]

**Audience member:** Case in point, [unclear]

**Herbert A. Friedman:** In a minute, yes.

**Audience member:** So the vote is over?

**Herbert A. Friedman:** We saw - what -

[audience commotion]

**Audience member:** - you can have certain ambitious people who turn around and parlay their position, I must b something, Herb Friedman says you're only allowed to have eighteen additional people out of the whole city of New York left on this board of-

of directors or trustees or whatever it is, and I'm one of the eighteen. Ergo, by definition, I must be something and then they turn it around and parlay it to uh, eventually, not become a power broker, but certainly utilize it in some way.

**Herbert A. Friedman:** Why are you fudging? I said power broker, don't change the thing we're arguing about.

**Audience member:** It may not be [unclear] be a power broker on the board, but he'll become a power broker in [unclear] utilizing [unclear]

**Herbert A. Friedman:** In town? Did you vote with him? Did you vote with him? So that's two of you, I would - did I see any other hands up? *Kindelah*? Now Anita's got, is offering herself as exhibit A, go.

**Anita:** Okay, I'm a national vice chairman of United Jewish Appeal, I've shared the women's young leadership cabinet, of the speaker's bureau and the training center. At Nacra [?], I'm an uh, officer and I chair a committee. [1:23:00]

**Audience member:** At what?

**Audience member:** What's Nacra?

**Anita:** National Jewish Community Relations Advisory [unclear].

**Herbert A. Friedman:** This is the second -

**Anita:** It's interesting, there's -

**Herbert A. Friedman:** This is the second time that no- that you people didn't know what -

**Anita:** And it's all New York, it's the JCRC.

**Herbert A. Friedman:** They still don't know!

**Audience member:** I don't know what that is either.

**Audience member:** Jew Community Relations Council.

**Anita:** Jewish leaders. Case in point for the point I'm making. It doesn't matter I can go on, [unclear] I'm on the federation board, I've done all - and I'm not a power broker, I am absolutely not a power broker. To my way of thinking -

**Audience member:** You're absolutely right because I'm not in your community, but if I was in your community whether it's a national part of these organizations you're talking about, if I wanted to get something done, I would come to you -

**Audience member:** Is Anita a power broker?

**Audience member:** The answer is, if you went to people in Cleveland even people that are actively involved and you said,

if you needed somebody's support for a program, okay, name me the top five people, okay, it - even given all of those credentials, it's not that she's not influential in the community [1:24:00] but you would come up, there is - there is a list of the top five, seven, eight, people that would automatically, consistently come up if we asked Larry or Anita or Jim or Steve, whatever, that that's the power base of what happens -

**Audience member:** Yeah but those other people are the people who're giving you the money who are - who don't have the time.

**Herbert A. Friedman:** No, no, no!

**Audience member:** No! They're the ones - they may either, they have it or they get it, but the point is that it's with their stamp of approval that something may move into action. It's -

**Audience member:** But that's like a New York [unclear] is a power example -

**Herbert A. Friedman:** No, no!

**Audience member:** Okay.

**Herbert A. Friedman:** No!

[audience commotion]

**Herbert A. Friedman:** And she's so honest, to say with all of that, she's not a power broker! All right, whoa, whoa whoa, whoa, whoa, [1:25:00] [pounds table]

[ongoing audience commotion]

**Herbert A. Friedman:** Whoa! Whoa, ladies and gentlemen! [taps table] It's amazing the sudden degree of adrenaline, excitement, confusion... that's great! But - what?

**Audience member:** Anita is not influential ...

**Audience member:** Don't get so carried away, we got a lot of ego invested in [unclear]

**Herbert A. Friedman:** I'm interrupting you, Anita is influential in Cleveland. She is influ-

**Audience member:** I'm not so sure that's -

**Audience member:** He was saying Anita's not influential unless...

**Audience member:** ...unless she has the backing of those, fo those power brokers, who are not - who may not be known to the rest of the, uh, the constituency whether it's Columbus or Cleveland or ...

**Herbert A. Friedman:** Noooo. The power -

[audience commotion]

**Audience member:** [unclear] I understand but her influenc - her ability to influence anything is- is, is uh, uh, impotent without their support and therefore she also is a power broker, 'cause she has the ability -

**Audience member:** No, she's a conduit.

[audience commotion]

**Audience member:** She's a worker bee. The power brokers aren't the worker bees, they're not the ones who go to committees, shuffle through the papers, make the lists, do all the hard work that Anita and all the Anitas of the world do -

**Herbert A. Friedman:** The power brokers in new York -

**Audience member:** Are not the ones who sit there with the list

[unclear]

**Herbert A. Friedman:** That's right, the power brokers in New York, he says - gimme the, the power brokers in New York are Larry Tish-

**Audience member:** Well we all said Tish, so that implies that he is - by definition, if [unclear] the same thing

**Herbert A. Friedman:** Absolutely.

[audience commotion]

**Herbert A. Friedman:** That's the point, that's the [unclear] point she's making, they are known to everybody in the town and nobody elected the power broker, nobody put a label on him that he is nobody [1:27:00]...

**Audience member:** They gave him his power!

[audience commotion]

**Herbert A. Friedman:** [laughs] You're - you're -

[audience commotion continues]

**Audience member:** [inaudible] it strikes me that this young man can't get the dam built in Utah, but he just said that he knows a congressman, now to the extent that he doesn't have the power per se, at least if I go to him, he has access - he's a broker of power to the extent that he can lead me to the congressman and perhaps get me the dam built.

[audience commotion]



**Herbert A. Friedman:** One at a time [pounds table].

**Audience member:** - we're talking power brokers with a capital  
'p.'

[audience commotion]

**Audience member:** [unclear] name on a project makes everyone say,  
this must be something terrific. [commotion] When Larry Tish  
calls a couple of people and says, I'd really like to help this  
project get done, it gets done.

**Audience member:** Unless your name is [unclear].

**Audience member:** Unless your name is Murdoch.

**Audience member:** That's a power broker.

**Herbert A. Friedman:** Power brokers in [1:28:00] New York, if you  
wanna know who they are, uhm, I think that uh, I think Irving  
Shneider is a power broker in New York, I think he is, 'cause I  
know the levels at which he has uh, influence and - what's that?  
Um.

**Audience member:** Ace Greenberg.

**Herbert A. Friedman:** Yitz Greenberg?

**Audience member:** Ace!

**Herbert A. Friedman:** Ace Greenberg. Ace Greenberg's a power broker in New York, absolutely. Absolutely. Who?

**Audience member:** Bronfman.

**Herbert A. Friedman:** No I'm not sure [audience laughter, commotion] I'm not sure that Edgar is a power broker in New York. Edgar is a power broker nationally, Edgar is maybe even a power broker internationally.

**Audience member:** I don't think he's a national power broker.

**Herbert A. Friedman:** But maybe he's not, maybe he's not, uhm,  
[1:29:00]

**Audience member:** So now what are the names that everybody would agree on?

[audience commotion]

**Herbert A. Friedman:** It's a very narrow definition and there are never more than a handful. Uhm, George Klein used to be a power broker in new York, he's not anymore.

**Audience member:** Larry Silverstein?

**Herbert A. Friedman:** Who?

**Audience member:** Larry Silverstein.

**Herbert A. Friedman:** Well, that depends on the state of affairs of the real estate market. When Larry - Larry used to be, Larry used to be, and when it comes back, Larry will be again. Not much question in my mind. [audience commotion] Yeah? That's good news!

**Audience member:** He's stepping into [unclear]

**Herbert A. Friedman:** Who?

**Audience member:** [unclear] position.

**Herbert A. Friedman:** Stepping into?

**Audience member:** Hochberg's position, as chairman of -

**Herbert A. Friedman:** Hochberg! Yeah well that's entitled, that does not - he will be the chairman of the board of the UJA federation of New York, a hundred and fifty million buck campaign - that does not automatically make him a power broker. It does not.

**Audience member:** [unclear] Leonard Stern.

**Herbert A. Friedman:** [1:30:00] And I think that uh, when uh, when the business comes back to an extent, that Larry can uh, be

free of a lot of the worries that're on his head now, I think Larry would move back into position again.

**Audience member:** Are there any women?

**Audience member:** What about uh, Peggy [unclear]?

**Audience member:** Y'know what the difference is, I -

**Herbert A. Friedman:** I'm - I'm I'm I'm I'm really cogitating, 'cause this is a really serious thing.

**Audience member:** It really is.

**Audience member:** There are no women.

**Herbert A. Friedman:** Well, not today certainly. And I'm thinking about was she even, when she was president of the federation, I don't think so. Billie Tish was once president of the federation.

**Audience member:** Moreso.

**Herbert A. Friedman:** Well, because - because of the name. Um, um.

**Audience member:** How about Judy Pike?

**Herbert A. Friedman:** No, no. That's easy - that's an easy one.

**Audience member:** Estee Lauder?

[laughter]

**Herbert A. Friedman:** Easy, easy, no. [1:31:00] Uhm, um, no, there are no women, what's her name, y'know [taps table] the-the woman who was just, who just -

**Audience member:** Hassenfeld?

**Herbert A. Friedman:** Hassenfeld! Sylvia Hassenfeld, uh, was national women's division chairman, was president of the JDC, nothing else, ran over the whole world doing a good job while she was running around, uh, but, I don't know who's president now, I think she -

**Audience member:** [unclear]

**Herbert A. Friedman:** Oh yeah, Milton [unclear], yeah, my old friend. We love each other, we really do. I say good morning, Mr. Ambassador! And he bows and he says, good morning, Mr. Rabbi! And uh, we have a mutual admiration [unclear]. I like [unclear]

**Audience member:** Any professionals that you would consider power brokers?

**Herbert A. Friedman:** [unclear]

**Audience member:** I mentioned uh, [unclear] and it didn't go over too well.

**Herbert A. Friedman:** No, there's not a single professional in town. Not a one who's a power broker, that's easy. I'm thinking, I'm trying to think, in new York city-

**Audience member:** Wasn't Tom [unclear] considered a power broker in his heyday?

**Herbert A. Friedman:** Who?

**Audience member:** Tom [unclear]

**Herbert A. Friedman:** No!

**Audience member:** He was a power broker in Washington.

**Herbert A. Friedman:** No! Tom [unclear] in the Washington Jewish community?

**Audience member:** No, in the - political-

**Herbert A. Friedman:** In the poli- he's a politico, uh, who who ran a good machine for a while and uhm, then got knocked out, the way politicos often do. Uh, but power broker? No. No. It's hard to be a power broker on a national scene, a power broker is

in your local community because very strange thing about the American Jewish community. There are no national projects.

**Audience member:** Yeah, well, that's not fair - there are national power brokers, Max Fisher is a national power broker.

**Herbert A. Friedman:** Was, yes.

**Audience member:** Still, still. For lack of challengers. I think Charles Bronfman is a national power broker when he chooses to exercise the uh, continental, when he chooses to uh, exercise.

**Herbert A. Friedman:** Charles Bronfman. Well, see, I would call him ...

[Recording cuts out from 1:33:05 to 1:33:13]

**Audience member:** -Bronfman and Fisher get together on what's gonna happen.

**Herbert A. Friedman:** Yes, I would agree, 'cause I'm working on something that I'm trying to get 'em all together on.

**Audience member:** [unclear] can Morton Mandel - is Morton Mandel in that category?

**Herbert A. Friedman:** Who?

**Audience member:** Mort Mandel.

**Herbert A. Friedman:** No.

**Audience member:** Because why?

**Audience member:** Because he won't uh, he won't uh, he won't play in their games.

**Audience member:** He's doing his own thing.

**Audience member:** Right.

**Herbert A. Friedman:** Okay. Uh, let's go, let's go on, we - time's running. Um, the point - the second-  
[audience commotion, laughter]

**Audience member:** Uh, I just have a question - [**unclear**]

**Herbert A. Friedman:** [pounds table] Can't hear!

**Audience member:** If you have a total, a board of your seven plus your eighteen to make a total group of twenty-five, roughly, how would you allocate [1:34:00] proportions? For maximum effectiveness, your different types, your intellectuals, your pragmatists, fundraisers, compromisers, and power brokers.

**Herbert A. Friedman:** Oh, I don't know. I don't think there are a such thing as proportions. I think you need a couple of intellectuals, if you're lucky enough you can get a couple who



will really be useful and helpful and won't be uh, snotty and distant and aloof um, and who who-don't deregate this whole communal philanthropic process. Um, so if they're really good and ki- and and and caring Jews and and thoughtful Jews, as Jews, not just as experts on seventeenth century Meso-American pottery or some damn specialty [audience laughter] which they all are capable of, uh, uhm, then if you've got two of 'em, you're lucky.

**Audience member:** Our sense was that you thought more than two might make trouble. [1:35:00]

**Herbert A. Friedman:** You won't get more than two, you won't - you're lucky if you can get one or two.

[audience commotion, laughter]

**Herbert A. Friedman:** I didn't hear, what did he say?

**Audience member:** They won't remember the appointment.

**Herbert A. Friedman:** [laughs] Uhm, uhm, as far as pragmatists are concerned, I would like to have a whole big hunk of that board consist of people who think and act pragmatically. The same with fundraisers. If you have a board of twenty-five people, boy, I would like to believe that you can give twenty of

'em ten cards each and they'll go out and bring home the ten cards, uhm, thoroughly, solicited as well as they can, uh, and hopefully with the rated amount uhm, because uhm, y-you collect around you the people who can do the guts of the matter, which is to give the dough to keep the enterprise going. [1:36:00] If you're talking about proportions, and let me go off to a a- a minor point, but it's not a digression, the proportion of time that this board should spend regarding the fundraising aspect of a total communal program should never be more than about four months out of the twelve. And if they let the fundraising preoccupy more than one-third of the time, then uh, that fundraising ain't very good or efficient. So that's in terms of proportions. I just wanted to say that, it suddenly came to my mind. Therefore, you've gotta have a very, very good proportion of people who are oriented to fundraising and know how to do it and do it with [unclear] and with class and with success. Compromisers, I mean, that's a specialty thing. That's like, y'know, my doctor, I got - I would like to have a doctor on the board [1:37:00] and I would like to have uh, that's the specialist, that's one. And power brokers, uh, y'know since there are only five or six or seven in town, if you can get one or two, you're great! Okay. All right.

Point being, how to run an agency, I don't have to - do um, uh, go into that except that takes us into Anita's question about relationship between lay leader and professional. The first thing I put under there on how to run an agency is, you the leader, determine whether your professional executive and staff are good and learn what's good by traveling and observing and then you'll get a-a scale by which you can judge whether your executive, the one you're working with, is as good as you would like him to be. Or as good as you would think the magnitude of the job requires. Uh, I believe very firmly in two or three principles. I believe that executive director has to be a director. He has to direct, which means he's gotta set the direction. He's gotta set goals, he's gotta set priorities. All those things, the long range strategic goals...if I were a lay leader, and if I were hiring an executive director, I wouldn't ask him uhm, where he went to school and I wouldn't ask him what other jobs he had, I would ask him on question: if you become the executive director of our uh, high school, tell me what your goals will be while you have the power as the exec- as the principal of the, or the dean, or whatever the title is, the professional head of this high school. What are your goals. What would you like to achieve. What would you like to get done.

Let's make believe you're gonna stay in this job for five years, what would you like to try to accomplish in the five years? Those are all variations on the one question.

What direction do you want to take this school? 'Cause when I hear the word executive director, then the part that's the director is more interesting to me. What's his direction? Then, whether he has the skills to execute that direction, that's the executive part. That's second [unclear]. Okay. So I believe that the executive director has to be a powerful person, with a powerful push [1:40:00] and drive toward a very clear goal. Secondly, I believe that that executive director is - has a superior over him, and the lay leader of the organization is his boss. The fights occur where a struggle for power develops, poor uh, uh, David Gordis got knocked out of the American Jewish Committee because he got into a fight with the lay leaders and he tried to assert that he was the boss, and always, always, always bottom line, the lay leader is the boss. And I don't care how powerful the executive director was, and I don't know any executive director in all my long life, who was more dictatorial or powerful than I am and always I kept the fact in my mind that the lay leader's the boss.

**Audience member:** Even though you appointed him.

**Herbert A. Friedman:** Even though I appointed him. Exactly right. Because the- the - because the um, the pertinences which go with being the lay leader are the dominating things in the life of the organization, even though his term as the lay leader is probably going to be shorter than my term as the professional.

**Audience member:** Why is the executive director appointing the leader-the lay leadership?

**Herbert A. Friedman:** Why is what?

**Audience member:** The executive director appointing the lay leadership.

**Herbert A. Friedman:** That doesn't happen very often.

[audience laughter]

**Audience member:** This is the Herb Friedman school!

**Herbert A. Friedman:** I discount - I discount a lot of what I say because it is purely personal. It's not - it's not, it's not the the- culture. I wish it were! I wish more and more executive directors were of that personality, that academic background, too many of 'em come out social work backgrounds, I think that's cock-eyed. To run a large organization is not uh, one of the pert-one of, one of the attribute sof social work in my opinion.

I know case work - case work is one, group work is one, and government, etcetera, etcetera, and there always were a whole bunch of, of things that I understood perfectly clearly were the domain of of professional social work and I have a great deal of respect for it, but I think it's the most awkward thing in the world and what we developed in Jewish life was, that the executive director of an organization comes out of a social work mold, rather than out of - and you say, well, where should he come from? -

**Audience member:** Business!

**Herbert A. Friedman:** Out of a business uh, mold. Or any other managerial mode in which there are um, in which there are um, fixed criteria for what constitutes success and failure. Bottom line. See, in our communal world, there really is no bottom line. One city uh uh uh, a day school gets organized and founded, and another in another city a day school gets organized and founded and if you tried to compare these two schools, it's totally impossible to do so! The quality of the curriculum is different, the nature of the teaching staff and principle are different, the salaries are different, everything is different, so to compare this business, this project A and this project B, you can't. You can't. And that's how so much of our jewish world

is organized and I would wish that our professional staff would be much stronger in in in its own sense of self, self-worth [audience member sneezes] and self-importance. Take much more of a leadership role than it does. And and therefore, take much more of a role in the section of the lay leadership. I wish that were the case. I carried it maybe to extreme, [mumbles] has to do with my mother's genes, how do I know, but that's what I am and so everybody learned to live with it because obviously there were some benefits that were coming out me. Uhm. Uh, but it should not be just some single solitary case, I mean, y'know, look I suppose in human life, you have a hundred senators uhm, and [1:45:00] there aren't two of them who are alike. They're all different. And most of 'em are weak rather than strong, most of 'em are not strong characters, we know that. And the ones who do are the ones you see in the paper all the time, because the media guys grab onto the strong personalities, who have strong opinions, and who will lead those committees and gut 'em to the direction that they want - never mind what the president wants. Strong senator fights with the president all the time, even of his own party! Uhm, an di would ho- wish, I would hope and dream that our professional staff could become very very much stronger than it is. [audience member sneezes] Now they have great

strengths and they can shake things in their communities, uh, but not - but - so many of them don't exercise their strengths and so many of 'em just watch their jobs and carefully, and watch their [1:46:00] behinds so nobody gets 'em in the back and y'know, all that stuff. Uhhh...I don't like that. I would- I would like a guy to be tougher an- and take more more risk and um, uh, that means also uh, taking the risk that if he gets into an intractable fight, he quits before he gets fired. It's all the difference in the world.

**Audience member:** How do you see, how do you reconcile that though with other kinds of positions? Like for example the rabbi of a congregation -

**Herbert A. Friedman:** I never had a contract in my life. You don't like me? Tell me to my face you don't like me, and I- I won't be there tomorrow morning. Goodbye. Simple. Now that indepen-

**Audience member:** That's the trend-

**Herbert A. Friedman:** That's no trend! [audience laughs] What do ya hear the other way, the other way is rabbi fighting for his life to get the contract extended for another year [1:47:00]



[mumbles] ... I mean, that's so undignifying and so insulting and so degrading to the profession.

**Audience member:** M-most of the uh, most of the federation [unclear] do not have contracts.

**Herbert A. Friedman:** Correct! Most of 'em do not.

**Audience member:** Is he right? I wouldn't have thought that.

**Herbert A. Friedman:** No no no. No. There- there- they're a queer breed, they-they've got so much possibility for power and they've got independence because what is this no contract? What does it mean? It means you're a free agent! You're not bound to anybody. They're not bound to keep paying your salary and you're not bound to be subjected to their - to their demands. I mean, freedom and independence are the greatest virtues in the world! So on the one hand, the profession of executive directors, most of 'em don't have contracts and they're free. And in that sense, they can push their agendas and they can get things done until some breaking point might happen. [1:48:00] Uh, and then they walk out. And for that freedom and independence you very often pay a reasonably high price which is, poverty! In this affluent society of ours. And we professionals um, uh uh, don't earn four hundred bucks an hour the way some lawyers, and you take a risk.

When I talk about risk, I'm not asking anybody else in the leadership [unclear] to take any more risk than I'm willing to take, and the risk I'm willing to take is my *parnossa* [challenge], I got no other risk. But I have the freedom to say what I wanna say, see, and that is the most beautiful thing in the world and that's how you can ge-get things done. Uhm, so the relationship between the professional and the lay leader is a strong, strong professional and [1:49:00] a strong, strong lay leader, is the most blessed combination in the world because the whole community benefits. The project benefits. Everything. I mean, it's win-win when two guys, or two women, doesn't matter, can get along. Uhm, and it's - and I believe in all my experience, all my life, has taught me that's it's entirely possible. Entirely possible. I had one argument in my life with a chairman and ti was with this Max Fisher. One. And the argument was on the policy issue and the policy issue was uhm, allocation of the proceeds of a campaign as between the local needs and the UJA. And there were two cities [1:50:00] in America way back then, where I wanted to conduct - where I wanted to withdraw from the federation campaign in that city and conduct a separate campaign on behalf of Israel and the overseas needs. And one city was Los Angeles, and one city was Chicago.

And uh, I went to Los Angeles and uh, argued and lobbied and - saw every, Max Firestein, uh uh, the head of a company called Max Factor, is a nice Jewish guy from Los Angeles and his name is Max Firestein and he was uh - good personal friend and he was the president of the federation. And I came and did all my lobbying with him in advance and with uh, uh guy by the name of uh uh, Julius Bisno who was I don't know where he is today, is he still alive?

**Audience member:** I think so.

**Herbert A. Friedman:** [1:51:00] Okay. Uhm, an di said, we're not gonna - I'm not gonna stay in partnership with you guys, I mean, you've got us chipped down to some unacceptable percentage, I don't remember the numbers anymore, uh, like uh, like - I just don't remember. I wanted fifty-fifty and they wanted sixty-forty, doesn't matter that the UJA should get less, and much less, because they were running a good campaign in those days. They haven't run a good campaign in thirty years I don't think. Um, and I said, I-I'm gonna uh, dissolve, we're gonna divorce. You either have to find a way to match up - I mean Washington DC is giving seventy percent to, to the overseas cause and you wanna get away with forty percent and that's wrong and it's not fair. That once city should carry so much more of a load for

the, for the Israel problems than you and - etcetera, etcetera, and [1:52:00] uhm, if you can't rearrange and restructure yourselves and re-figure how you're spending your money, or figure out how to raise more money, if you can't do it, you can't do it. And I'll listen to a lot of whining and baby talk and all that stuff, if you don't want to, you don't want to. So, uh, all I wanna do is negotiate a divorce and I wanna do it as amicably as possible.

**Audience member:** What leverage did you have?

**Herbert A. Friedman:** What leverage? What do you mean, leverage? I came in, I'm a partner in this campaign, I wanna dissolve the partnership. It was my estimation that I could raise more money in an independent campaign. Could I prove it? Noooo. Did I believe that inside of three years I could be raising much more money for Israel than they were uh, ready to uh, uh, contribute? Yes I believed that. But that was the argument I had with my chairman, that, that's the point, that's the reason I'm telling the story. Max said to me, you don't get into fights with local communities, I said no, normally you don't. But these are not normal situations, the Los Angeles and Chicago. Well, you're gonna give the UJA a bad, uh, a black eye in the- in the eyes of the whole organized community, other towns will get nervous and

they'll think... I'm not attacking anybody except where I think that the partnership of the, the proceeds of the partnership are unfairly distributed. That's all. And I don't wanna be partners with 'em. So I - I didn't say that to Louisville, Kentucky or Hartford, Connecticut, no, they - the the - I'm not threatening anybody, I am trying to cure a specific bad situation. And the same thing happened in Chicago [1:54:00], in Los Angeles, uh, I won. Nothing had to happen. They raised the allocation, there were enough people who got up on the board and said, listen, c'mon, we can, we can, re-look, we'll take another look at our allocations here and we'll find some extra dough uh, we've just been loose and uh, you want us to tighten up, fine. Okay. No fight, no argument, don't withdraw, no nothin'. Uh, and Max Firestein was the, was the peacemaker in the whole thing and there's a power broker in town, as soon as - and and and as the president of the federation, so when he said, look, we can live with it, we can't make believe it was sixty-forty, we can't give you this - we can't uh, uh, get you up from forty to fifty in one year, but give us two, three years and we'll get there and uh, there's no need. So I said, fine, I cooled off.

**Audience member:** What'd you think of Max Fisher's book?

**Herbert A. Friedman:** What?

**Audience member:** What'd you think of Max Fisher's book?

**Herbert A. Friedman:** Oh I don't - that's a personal comment. Uh, you'll pardon me if I don't comment on that. Uh, in the Chicago thing, I was fighting with Sam Goldsmith, Sam Goldsmith was a tough - was a, he was the executive director. And that board was um, was uhm, in those days, there were two clubs in town, there was the Standard Club which was the German-Jewish club elite, and the other was the Covenant Club which is the Russian-Polish uh uh club, of their elite, and um, in shorthand, what you said in Chicago was, uhm, uh, where d'you have lunch? You go to uh, Standard Club or you go to the Covenant Club? Where do you go? And the minute that you said where you went, you- everybody knew what side you were on, see. So to argue in Chicago about more money for Israel and the German-Jewish crowd was in command, and Sam Goldsmith had the backing of that whole bunch, no way in the world that I could win. Could win, that is, by getting the board to agree to re-adjust the percentages and uh, and to a more favorable balance. So I came back and I said, um, uh, okay, no fight in Los Angeles, settled, but in Chicago, we're going separate, Max. So he says, oh no we're not. And this is what I mean, at this point where you know who is the boss. And I said, that's your final word? Final word, okay. I said okay, I

surrender. The hell with it then, what we do, we take whatever we get from Chicago and live with it. [1:57:00]

**Audience member:** You were a wise man.

**Herbert A. Friedman:** The fact - oh no, not wise, just pragmatic.  
[audience laughs]

**Audience member:** Either way.

**Herbert A. Friedman:** And uh, and uhm, and in the long run, Chicago has turned out to be a first class campaign and I think, I don't know, I got nothing to do with it anymore, but I think the UJA is satisfied with the split, I don't know, what do you tell me? Is it?

**Audience member:** They get fifty percent of the net.

**Herbert A. Friedman:** Fifty percent of the net, beautiful. Can't expect more. Uhm, so that's a long answer, Anita, to your story of how the lay leader and the professional have to get - have have to work in that harmony, but having had that difference of opinion, uh, there was no way in the world that I was gonna make a major fight and split the whole UJA uh, uh, hierarchy, the whole uh, small committee that we had, uh, no. Op - the two

principles operated, I was as strong as I knew how to be but when push came to shove, he's the boss. [unclear]

Audience member: [inaudible]

Herbert A. Friedman: Uh, ladies and gents, the last item, page - on 'C,' I don't have to go into. Either you know how to do it or you don't know how to do it. If you don't know how to do it, you'll wind up in trouble. And if you do know how to do it, you'll run a top ship-shape thing. Uh, so, tomorrow uh, we're finished. For today, thank you very much.

Audience member: Thank you!

Audience member: Wasn't Los Angeles upset?

Herbert A. Friedman: Sure they were upset, uh, but when Max Firestein said we're gonna do it-

Audience member: But weren't they upset when you backed down with Chicago? [inaudible]

Herbert A. Friedman: Sure they knew it. Sure they knew it. Uhm, but he said, we're not gonna fight with you and we're not gonna let you - divorce. So there's no relationship. The fact that there was also no divorce in Chicago but that Chicago won because of Fisher's intervention with me, I mean everybody knew



that on the inside. Uh, so no, they didn't feel, oh Jesus, if we had been tougher, no! Firestein said we're wrong, we've been - we've been cheating you out of dough, that's all there is to it. Somebody told me, I have no idea if this is - you, you you'll know - that Los Angeles today is giving the UJA twenty percent. Is that possible?

Audience member: Ummm... I think thirty.

**Herbert A. Friedman**: Thirty.

[2:00:00]

**Audience member**: I-I don't know what happened on cash though, 'cause they had this meltdown and they had debt and they may be allocating one thing but cash flow may be something else.

**Herbert A. Friedman**: Gotcha.

**Audience member**: Cash flow mighta been twenty last year, it was a real mess.

**Herbert A. Friedman**: Uh huh.

**Elizabeth**: Two quick questions, first I wanna thank you for letting me come.

**Herbert A. Friedman**: Not at all.

**Elizabeth**: Is this- course approached as a leader from a professional, or a lay viewpoint? When you're talking about leadership and leader as visionary, leader as general manager, fundraiser, visionary-

**Herbert A. Friedman**: I'm talking to lay leaders. And I'm trying to tell them how they should act as lay leaders.

**Elizabeth**: As lay leaders, okay, all right. What is the difference typically between a president of an organization and a chairman of the board of an organization? Or should there only be one?

**Herbert A. Friedman**: It depends on -

**Elizabeth**: If, if you take a - a JCC for instance, as an executive director who's the professional person there every day doing all the daytime, day to day stuff.

**Herbert A. Friedman**: Right.

**Elizabeth**: And then would you have either a president or a chairman of the board, or are they the same? I- I

**Herbert A. Friedman**: It all depends on the culture of the organization itself. Most of these people like the fact of distributing honors, so you wanna distribute honors, you can

call one guy president, you can call one guy chairman, and you can struggle around and try to figure out what the division of duties is. And uh, I think it's all a waste of time. From the point of view of efficiency, 'cause I don't believe in mixing up the matter of giving honors -

**Elizabeth**: With the matter of running the organization.

**Herbert A. Friedman**: With the matter of governance, yeah. So from my point of view, you only need one.

**Elizabeth**: Who would be a chairman of the board, [**unclear**] doesn't matter.

**Herbert A. Friedman**: -doesn't matter, call him chairman, call him president, call him whatever you want.

**Elizabeth**: But typically just one, for maximum efficiency.

**Herbert A. Friedman**: Absolutely.

**Elizabeth**: Okay.

**Herbert A. Friedman**: What have you got on your mind?

**Elizabeth**: Nothing, I was just curious 'cause [2:02:00] I hear the terms thrown around so much - so and so's the chairman of

the board of this organization or she's president of her synagogue-

**Herbert A. Friedman**: There's no, there's no hard and fast uh, definition fo these two terms. They're whatever the culture of the particular organization chooses. Yeah. And a lot of 'em have two.

**Elizabeth**: Is your - isn't, isn't your experience more in professional leadership than in lay leadership?

**Herbert A. Friedman**: Yeah, I'm a professional. But I am the only professional in America all throughout the twentieth century practically who has uhm, incorporated the characteristics of both. I have acted as a lay leader as much as I have acted - as often as I have acted - uh, because I - I'm frank, I describe myself as a dictator and uh-

**Elizabeth**: I noticed nobody argued.

**Herbert A. Friedman**: Nobody argued! [laughs] But I would say a bene- a benevolent dictator.

**Elizabeth**: Uhm, my last question is, do you have an extra copy of the outline that you supplied to people? Or, could I get one from Laurie? Or do you have one available?

Herbert A. Friedman: You got it, take mine.

Elizabeth: Thank you.

Herbert A. Friedman: You're welcome.

Elizabeth: Thank you very much, I'm very interested.

Herbert A. Friedman: Where do you live, Elizabeth?

Elizabeth: Um, wh- we live in New York, Peters and the Skadden group, we live actually in Riverdale. For the last couple of years.

Herbert A. Friedman: Uh huh-

Elizabeth: 'Cause we increased our family from two to four, we decided we'd better high tail it out of Manhattan into more space.

Herbert A. Friedman: That's a big jump all of a sudden.

Elizabeth: Well it wasn't twins, it was just two in a sorta short space.

Herbert A. Friedman: Uh huh. Well sure, listen, you need the, uh, so you found a house out there with all the grass and uh...

**Elizabeth**: All the grass we can possibly pay anyone to mow. Not on Shabbat.

**Herbert A. Friedman**: [laughs]

**Elizabeth**: That came up somewhere else, whether it's ethical to have someone mowing your lawn on Shabbat, but it's not allowed in [**unclear**] so there's no issue about it.

**Herbert A. Friedman**: Don't you understand the entire Jewish world, because of Shabbat, leaves ... [**unclear**, fading from mic]

END OF AUDIO FILE [2:04:34]

