

Achieving Objectives in Meetings. Richard Cavalier, Program Counsel, 4900 Marine Drive, Ste. 811, Chicago, Ill. 60640. 218 pages. \$14.95. 1973.

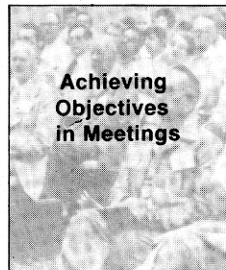
Meeting planners do not have to be told that meetings are demanding or that they require thoughtful management of the myriad tasks and decisions involved in successful ones. We would all benefit, however, from an improved understanding of the relationships of those functions and processes and how we might better control them.

Achieving Objectives in Meetings provides something more than a guidebook of "how to's." Mr. Cavalier identifies the crucial decision areas involved in meeting management, breaking them down into understandable, manageable form.

By viewing the meeting from an almost mathematical perspective, the manager may be assured that each decision will relate appropriately to the whole meeting. He becomes equipped to make each decision an intelligent, authoritative and valid one.

This unusual and enlightening book accepts without question the importance of clearly outlining methods of control to achieve measurable objectives and meaningful goals. Control is the key word and Mr. Cavalier approaches the meeting manager's responsibilities from that perspective using absolutes (always, never, only, etc.) in all instructions. One may choose compromise, we are told, but that is a selection of risk as well.

An excellent communicator who mixes wisdom and wit, he's an exceptional teacher who expresses ideas in measurable terms. He provides, in addition to impeccable logic, appropriate supportive materials which enable the manager to use this text as



an extremely valuable problem-solving kit.

All materials presented are based on two tenable fundamentals which will not necessarily be embraced as truths by all who call themselves meeting managers: (1) meetings are a commitment to convey information and as such attention must be focused on meeting *content* rather than on the package, and (2) the meeting manager is one who controls each of three key elements of the meeting (message and authorities, participants/audience, and support materials/media) to ensure that *communication* occurs. We are taught that the

meeting manager never confuses education with entertainment and to judge each meeting on its educational merits.

The philosophy expressed is the backbone of this book's importance. This rare presentation of the importance of the message is couched in sales terminology. The message is universally applicable to meetings management; the reader must invest energy to translate the information into more general terms and that expenditure of energy will be well repaid.

Supportive materials are excellent. Included are reprints of ASAE's Hotel/Association Facility Contract, a PERT Guide and other valuable worksheets and guides which will carry the planner from early stages of program concept

through final evaluation and conference reports.

The professional who applies the theories presented may measure success in what the author terms the Alpha-Omega of every meeting planner's responsibility, the achievement of (meaningful) objectives.

—C. Penny Hiernu
Chairman,
RMAMPI Resources Committee

Your comments and suggestions are appreciated. If you have materials which you would like to see reviewed in this column, please write: C. Penny Hiernu, Chairman, RMAMPI Resources Committee, 280 Orchard Street, Golden, CO 80401 or call (303) 279-5259.

Meetings & Performance

ACHIEVING OBJECTIVES IN MEETINGS. By Richard Cavalier. 218 pages. Corporate Movement, Inc., New York. \$15.49.

ALL TOO OFTEN, meeting organizers spend most of their time on meeting mechanics—counting bodies present, the hotel decor, the food service. They ignore the actual purpose—communicating a message, says author Richard Cavalier.

His new book—*Achieving Objectives in Meetings*—focuses on planning, coordinating and executing meetings with the message in mind.

Cavalier looks at two broad areas:

- *The meeting message & meaning.* He shows how to determine a meeting's purpose and measure its success.
- *The speaker as authority.* He shows how meeting leaders must pace their program according to their working agenda.

THE PHAETON RIDE. By Forrest McDonald. 248 pages. Doubleday. \$7.95.

MARKETERS—perplexed by increasing shortages of products and raw materials—might as well get used to the problem, thinks historian Forrest McDonald.

In his new book—*The Phaeton Ride*—McDonald suggests it's all the result of American history and traditions. Our society has become conditioned to the pursuit of wealth.

Unfortunately, there's only so much real wealth to go around. The law of diminishing returns is setting in. Ergo: the product shortages.

McDonald shows how seemingly unrelated—even antagonistic forces—have promoted the American tradition responsible for the current economic situation:

- Jefferson's agrarian creed encouraged Americans to develop the country's land for economic gain

Within these contexts, the book offers practical advice on how to understand and control the entire content of a meeting.

In workbook-type format, the author includes self-help forms which can be used in organizing a meeting.

Forms provide aid on:

- Audience profiles
- Banquet show bid comparisons
- Committee guides and reports
- Meeting justification guides
- Message profiles

Whether you're planning one meeting or many, *Achieving Objectives in Meetings* will prove helpful and insure that your meeting accomplishes its purpose. □

- Hamilton sought to impose northern commercial rules on the whole nation

- The Civil War and the emergence of railroads stimulated an increase in production and an improvement in the material quality of American life

- Roosevelt's New Deal—with its public works programs—made failure in the country almost impossible

Today, organized labor, the federal welfare and tax systems, massive bureaucracies, and the great corporations have become interlocked. Together they work toward building elusive wealth, the author maintains.

In his historical, fascinating, and most of all, disturbing argument, McDonald says there isn't any way out.

In the meantime, America—accustomed to its abundance and unwilling to give it up—will become what McDonald calls "a self-devouring society" as it tries to obtain the unobtainable. □

Books

¶ Richard Cavalier's *Achieving Objectives in Meetings* (Corporate Movement, New York City, 219 pp., \$14.95), subtitled *Theory and Practice for Solving Business Meeting Problems*, is as thorough a manual as a meetings manager would ever want to have. Cavalier, a contributing editor to SM and an established authority in the field, gives a comprehensive explanation of the theory behind meetings, and their successful production, in the first 20 pages of the book. The balance, containing reprints of his published articles, covers the practice of meetings. Topics include the message, the agenda, coordination, handling hotels and suppliers, and meetings held abroad. "Analysis forms"—checklists and evaluation sheets whose attention to detail borders on the obsessive—are included in each chapter. Logically presented, useful information, but not meant for beginners. ■

—ANDREW KAPOCIUNAS

SALES MANAGEMENT FOR MAY 13, 1974

The security industry's only asset is its personnel and payroll is weekly in many cases.

BOOK REVIEWS

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For The Meeting Planner On Your Christmas List

For that hard-to-buy-for meeting planner on your holiday gift list, here's a selected bibliography of books in the field.

The listing was compiled by James Abbey, Ph.D., University of Nevada-Las Vegas and C. Penny Hiernu, chairman, RMAMP Resources Committee, Denver.

General Meeting Planning Texts

Achieving Objectives in Meetings, by Richard Cavalier, 1973. Program Counsel, 4900 Marine Drive, Suite 811, Chicago, IL 60640. \$14.95.

The Conference Book, by Leonard and Zeace Cavalier, 1977. Gulf Publishing Co., Book Division, P.O. Box 2608, Houston, TX 77001. \$14.95.

Meeting Management: A Professional Approach, by James E. Jones, 1978. Bayard Publications, 695 Summer St., Stamford, CT 06901. \$17.95.

At A Glance . . .

Parliamentary Procedure at a Glance, O. Gartfield Jones, 1971. Hawthorn Books, Inc., 260 Madison Avenue, New York, NY 10016. \$2.95.

Planning and Staging Company Meetings, 1974. Successful Meetings Directory and Book Dept., 633 Third Ave., New York, NY 10017. \$5.00.

Taking Your Meetings Out of the Doldrums, by Eva Schindler-Rainman and Ronald Lippitt, 1975. University Associates, 7596 Eads Ave., La Jolla, CA 92037. \$7.00.

Convention/Conference Management

Convention Sales and Services, by James R. Abbey and Milton T. Astroff, 1978. William C. Brown

Company, 2460 Kerper Blvd., Dubuque, IA 52001. \$17.95.

Convention Liaison Manual, 1972. American Society of Association Executives, 1101 16th St., N.W., Washington, D.C. 20036. \$5.00.

How to Run a Convention Without Losing Your Mind, by Jack R. Morris, 1977. Insurance Conference Planner, Book Div., 695 Summer St., Stamford, CT 06901. \$8.35.

Making Your Convention More Effective, 1972. American Society of Association Executives, 1101

16th St., N.W., Washington, D.C. 20036. \$12.00.

Theory and Practice of Convention Management, 1970. Successful Meetings, Directory and Book Dept., 633 Third Avenue, New York, NY 10017. \$5.00.

**The above is only a partial listing of materials. For a complete list of known resources please write: Meeting Planners International, 3201 Barbara Drive, Middletown, OH 45042 or call (513) 424-6827 and ask for a copy of the Source Book for Meeting Planners.*

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