

As I was saying



Jack Hilsher

Mists in the clouded crystal ball sometimes part just long enough to clearly foretell the future. Take this prognostication for instance: "We may be quite sure that the motor car is far from perfection yet. On the day when a cheap, light and compact means of storing a great power of electricity is discovered, we shall see the last of the motor car as we know it at present."

Those words by Editor Filson Young of the magazine *Complete Motorist* were written only a short period before Henry Ford built his millionth Model T. So, was Editor Young wrong? Nope, just a bit premature, because almost a century later the motor car with its internal combustion engine is about to undergo a transformation so radical as to border on extinction. (And why not? Dinosaurs did.)

My own peek at the crystal ball says the "Day of the Electric Car" is dawning. High time too, as we continue sucking up the earth's fossil fuel at an alarming rate. At a foreseeable point in time oil and gas production will slow down to

I sing the auto electric

a trickle, even if all the experts won't admit it. Ask them. You'll get different answers from every one, instead of the real answer: "The End is Near!"

I knew it all along. In my preteen years growing up in Williamsport (where natives pronounce it "Wee-yams-port" with the "s" for some odd reason being completely silent) I well remember watching my first electric car with awe. It glided by looking for all the world like the royal chariot it was. Built high off the ground, it had no doors, but sturdy running boards. There was no steering wheel, that being accomplished by a lever. There was a big rubber-bulbed horn and neat brass lamps on each side. It was black. It was shiny. It was beautiful.

A banker drove it, for bankers were the only ones who could afford electric cars. (That hasn't changed. Bankers are the only ones who can afford today's electrics, which start at 26 grand.) But what I remember most of all in Williamsport was the absolute quiet that followed that car's progress down West Fourth St. No noise. No exhaust. No pollution. Hot damn!

You could see it coming, although from quite a long way off. In 1901 the Auto Association of America sponsored a 50-mile race on Long Island. An electric racer built by A.L. Riker won with an average speed of 24 mph. In 1975 *Motor Trend* asked a number of experts to look at the future and predict what autos would look

like in the year 2000. P. Brown, research lab director for the U.S. Dept. of Transportation said, "The auto will be obsolete for urban transportation, used only for non-city travel. I look for electric." Arjay Miller, Sanford dean, said, "My personal bet - engines will change to electric."

Visitors to the 1st National Auto Show were asked which motor they preferred. Electric was the overwhelming first choice, steam came in second, and the third place gasoline engine got less than 5% of the votes. A critic called them, "noxious, noisy, unreliable and elephantine, they vibrate so violently as to loosen one's dentures. The auto industry will surely burgeon in this country but this gasoline motor will not be a factor." (Clouded crystal!)

In 1984 the first solar-powered car drove 2300 miles. GE worked on a battery-driven compact which reached 50 miles before recharging. General Motors had several experimentals with up to 80-mile ranges. Ford and Chrysler also had models.

Last May a Geo Metro converted to electric went 214 miles before recharging. The Eastern company which produced the conversion grossed \$2 million last year and expects \$4 this year. California has adopted a regulation calling for 2% of each car maker's sales to be electric in 1998. Other states are following. It's coming, slowly but surely.

Now do you believe the crystal gazers?

The economic viewpoint



Howard Grossman

While there are no guarantees relative to becoming a leader, Warren Bennis in his book titled "On Becoming a Leader" has defined the first basic ingredient of leadership as a "Guiding Vision". He notes that "the leader has a clear idea of what needs to be done and the strength to persist in the face of setbacks, even failures." The second basic ingredient of leadership is passion - the underlying passion for the promises of life, combined with a very particular passion for a vocation, a profession, a course of action. His third basic ingredient of leadership is integrity. In defining integrity he believes there are three essential parts including self-knowledge, candor and maturity. He, then, notes that "Integrity is the basis of trust." Two more basic ingredients of leadership are curiosity and daring.

One of the most powerful statements of Bennis suggests that "Life on this turbulent, complex planet is no longer linear and sequential, one thing logically leading to another. It is spontaneous, contrary, unexpected, and ambiguous. Things do not happen according to plan, and they are not reducible to tidy models. We persist in grasping at neat, simple answers, when we should be questioning everything".

Bennis notes the difference between leaders and managers. Some examples include the following:

- The manager administers; the leader innovates
 - The manager is a copy; the leader is an original
 - The manager maintains; the leader develops
 - The manager imitates; the leader originates
- Bennis points to a college president who defined the risks of leadership. The college president stated that "Today there are risks

How to be a good leader if you weren't born one

in being at the head of the pack. You can get shot in the back. People try to trip you. People want you to fail. And at some point or another, every leader falls off his pedestal. They're either pulled down, shot down, or they do something dumb, or they just wear out."

Bennis suggests 10 factors for the future in determining how a leader can learn to transmute chaos. These factors include the following:

-Leaders manage the dream. This is defined as having the capacity to create a compelling vision and then translating that vision into reality.

-Leaders embrace error.

-Leaders encourage reflective backtalk.

-Leaders encourage dissent.

-Leaders possess the Nobel factor. He defines this factor as being optimism, fate and hope.

-Leaders understand the Pygmalion effect in management. One of the characteristics of this effect is the ability to create high performance expectations that subordinates fulfill.

-Leaders have what the gyretzy factor. In other words, it is not as important to know where the puck, is now as to know where it will be.

-Leaders see the long view.

-Leaders understand stakeholder symmetry.

-Leaders create strategic alliances and partnerships.

These tools, characteristics, techniques, and strengths represent opportunities for maximizing leadership. They are benefits which can be a significant development in the saga of Northeastern Pennsylvania as the region seeks to improve its competitive posture through the maximization of human and institutional endeavor.

Reliance on tools and techniques as noted by Bennis, while being crucial, should not be accepted as the only proven leadership skills. This is due to the fact that every organization is different; every person is different; every issue is different; every institution is different; every leader is different; and every manager is different.

To bring together the various disciplines needed to enhance

leadership qualities is not an easy task. Skill building needs to be developed at an early stage in a career. While leadership can be taught in college and even high school, it does not necessarily prepare individuals for the various difficult and often perplexing problems, controversies, issues and human interaction clashes which require independent thought and action and team work at the same time.

Some of the words which Bennis utilizes to describe leaders include understanding, ideas, experiential, questions, process, discovery, initiative, flexible, risk, open, imagination. These are contrasted with what he calls manager words such as memorizing, facts, rote, content, tactics, dogma, direction, rigid, closed.

To apply leadership skills in everyday life, at work and at home, does not come easy in terms of consciously deciding that "today, I am going to be a leader". It requires patience, determination, and a dose of managerial talent which sometimes is being ignored in the rush to be a leader.

Institutions across Northeastern Pennsylvania cannot be successful on leadership alone. It takes financial resources for all sectors of the economy; government, private sector, and not-for-profit to turn the engines of progress. Leadership can be instrumental in helping to bring resources toward the solution of a common and recognizable problem. Team building which encompasses a variety of collaborative partners to achieve results is the essence of a connected network to harness the energies of all parties involved in problem solving.

This region has enough problems for all to share and thus, for all to participate in solving leadership skills as identified by Bennis, combined with sufficient resources multiplied by a collaborative, spiderweb network (agile web) represents a way to achieve, successful conclusions to the problems, obstacles, and challenges ahead.

Howard Grossman is Executive Director of the Economic Development Council of Northeastern Pennsylvania. He lives in Dallas,

Library news

Library's Book Club holds Christmas Tea

By NANCY KOZEMCHAK

The staff of the Back Mountain Memorial Library held its Christmas Tea on Monday, December 19 in the reading room at the library. Total membership for 1994 is 215 members with \$1,975 collected in dues for Book Club books. The program consisted of stained glass slides with descriptions by Rev. Loren Swartz of Pittston and a musical interlude and group singing of Christmas carols given by Paul Zanelli of Dallas and his synthesizer. The next Book Club meeting will be held on March 20 of 1995.

Orders for six more Chefs and Artists cookbooks have been received in response to the Good Housekeeping advertisement, bringing the total sold through this means to 76. The latest orders came from Houston, Texas; North Metro, Georgia; San Francisco, California; Boston, Massachusetts; Wynnewood, Pennsylvania and Marina Del Rey, California.

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The staff of the Back Mountain Library: Martha, Nancy, Marilyn, Scott, Jane, Millie, Barbara, Anna, Kyle, Jessica and Joe, send a sincere wish to library patrons, friends, neighbors and the entire world for a prosperous, peaceful, and healthy New Year.

New books at the library: "Noctuary" by Thomas Ligotti is an astonishing volume of the author's short stories of the past two years, published here for the first time and a novella, a new departure, especially commissioned for the collection. The works feature some of the most grotesque images to be found in modern horror fiction and proves that the very worst horrors are often those which remain unseen. It is a skilled writer indeed who can suggest a horror so shocking that one is grateful it was kept offstage.

"The Vampire Lestat" by Anne Rice opens when Lestat has risen from the earth after a 55 year's

sleep, becomes infatuated with the modern world and presents himself in all his vampire, brilliance as a rockstar, a superstar, a seducer of millions. In this blaze of adulation, he dares to break the vampire oath of silence and determines to tell his story, to rouse the generations of the living dead from their slumbers and to penetrate the riddle of his own existence. We follow Lestat as he searches for others like him.

"Standing Firm" by Dan Quayle is an eye-opening autobiography—destined to be judged one of the most candid ever. America's 44th Vice President offers the ultimate insider's account of the Bush administration, including his own hard-fought battles with the media. The book leaves no doubt that Dan Quayle is the most misjudged figure in modern political history. Prior to 1988, Quayle had never lost an election. Not for Congress. Not even for the Senate. He was considered one of the party's bright young stars.

Deadlines for news copy

In order to plan each issue, The Dallas Post must adhere to self-imposed deadlines, as well as those of our printer. To have the greatest likelihood of publication, items should be received at our office by 4 p.m. the Friday prior to each issue. Items will be accepted until 4 p.m. Mondays, although much of the paper is already assembled by that time. Send or bring items to: The Dallas Post, 45 Main Road, P.O. Box 366, Dallas, PA 18612. Our normal business hours are 8:30 a.m. to 5 p.m., Monday through Friday. A deposit box is located at the front of the building for after-hours submissions.

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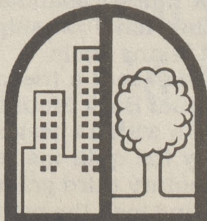
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