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Observer

## Business

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## Stocks down

New York stocks are on the down side, extending a retreat from last week's rally, as traders take profits in quiet trading. Analysts say the activity is consistent with the kind of pull-back that typically follows a big rally and say they expect profit-taking to weigh on stocks for at least the next few sessions. In early-afternoon trading, the Dow Jones index was off 2.96 points at 5,671.32.

## Westinghouse loss

Westinghouse Electric is reporting even bigger second-quarter losses than analysts predicted. The company says it lost \$89 million and warns that third-quarter losses could be even higher. The second-quarter results were affected by a \$116 million environmental charge.

## Infinity profits soar

The broadcasting home of Howard Stern and Don Imus has had a booming second quarter. Infinity Broadcasting, which is being acquired by Westinghouse, says second-quarter profits rose a record 68 percent. Earnings hit \$28.9 million, compared to \$17.2 million a year ago.

## Cisco buys Nashoba Networks

Cisco Systems has signed a definitive deal to acquire Nashoba Networks, a maker of computer network switches, in a stock swap valued at about \$100 million.

## Big profits at Oxford Health

Oxford Health Plans says profits almost doubled in the second quarter, due to surging enrollment in its fully insured programs, stable medical expenses and lower administrative costs.

## A matter of consumer freedom

Last week's decision by the Federal Communications Commission to adopt broad national rules opening local telecom markets to competition represents an historic first: freedom of choice for local telephone customers, said MCI Chairman and Chief Executive Officer Bert C. Roberts Jr.

"Today's action by the FCC is about freedom of choice, pure and simple. It turns ratepayers into customers. And it means consumers can say, 'This phone line is my line. I paid for it. I can connect to the company that I choose,'" Roberts said.

"We're looking forward to seeing all the details of this lengthy order when the full text is released. But it's clear from what we know already that the FCC today demonstrated the leadership needed to fulfill the promise of the Telecommunications Act of 1996," Roberts added.

In addition to providing more choices, real competition in local markets will lower prices, spur innovation and increase service quality, the MCI chairman said.

The FCC order will encourage the quick entry of competitors into mono-

poly local markets by promoting investment and development of a wide range of new, state-of-the-art services.

But, Roberts added, "The hard work has just begun. Now it's up to the states to clearly and consistently interpret the new rules, and to maintain vigilant oversight against the anti-competitive practices of the Bell companies."

By the end of the year, MCI will have invested close to \$1 billion in its local service initiative. If the states create the proper regulatory environment, the company could spend nearly that much on local service in 1997, Roberts said.

Today, MCI is serving local business customers with its state-of-the-art fiber optic networks and digital switches in 11 cities, offering high-speed trunks and other advanced products. By the beginning of next year, MCI will offer service in 24 markets in 20 states.

"A competitive telecommunications market gave American businesses the muscle to successfully compete around the world," Roberts said.

"Now state regulators have the same opportunity to strengthen their own economics by moving quickly to implement the FCC rules and free customers to reap the benefits of real competition.

"In the coming months, the FCC will join state regulators in taking up the key issues of universal service and access charge reform. The Department of Justice also will play a significant role in dealing with the access charge issue.

Under the current regime, long distance companies are forced to subsidize Bell monopoly profits by paying access charges that are approximately seven times greater than cost.

Access reform is necessary to ensure competition in the local marketplace and is a necessary predicate to Bell company entry into in-region long distance.

"MCI will spend about \$6 billion in 1996 for access services that cost the Bell companies less than \$1 billion to provide," Roberts said. "We'd much rather pass those savings on to our customers. They could make much better use of the money than the monopolies have."

## Making more productive teams

BY LAWRENCE F. CUSTIS

Today, management programs are replete with team training: Listening skills, diversity training, conflict resolution, problem solving, even "Outward Bound" style retreats in exotic locations.

Use these 7 steps and they will guide your employees to become responsible and accountable to take action now to help you reach your goals.

Have your team leaders call a meeting. In that meeting have them present these 7 steps. In each step encourage all team members to contribute their ideas and answers.

**Step #1: What do we want?** Name your objective. This objective can come from a strategic plan, some other agenda, or from a circumstance or situation the team is facing.

**Step #2: Why do we want it?** Identify the motivation. What's in it

for you and the team? What's in it for the company?

**Step #3: What keeps us from having it?** Look at the obstacles. Identify two types: internal (team behavior or assumptions), or external (can't do anything about them). Don't dwell on external obstacles.

**Step #4: What would having it be like?** Imagine the impact of accomplishing your objective. What would be new and different. Don't repeat answers from Step #2. Get specific.

**Step #5: What can you do about it?** Come up with four or five programs that will give feedback. Don't adopt "try" programs; try to do a better job, try to understand better. Adopt programs that you can track or monitor and record.

**Step #6: What changes will help?** Go back to the obstacles you identified in step #3. What specific pro-

grams can you adopt to overcome the internal obstacles? Come up with two or three.

**Step #7: Take action, Now!** Don't wait. Assign duties to be performed upon adjournment. Get personal commitment and deadlines. Choose two or three of the seven or more programs and do the first steps now. You've got the momentum, now take advantage of it.

Have all team members record the answers on a piece of paper and post or distribute it to the absent team members and the team leader's supervisor. Track your progress with the programs you implement. Are you getting the results you wanted? Which programs are most effective? Why does the team think they are effective or not?

Lawrence F. Custis is the President of Custis Enterprises, a consulting company in Salem, Oregon.

## Pier 1 opens Jantzen Beach store

Pier 1 Imports, the nation's largest specialty retailer of decorative home furnishings, and gifts bringing its unique retailing concept to Jantzen Beach.

The new store, the 700th in the Pier 1 chain, will open mid August at Jantzen Beach Super Center.

The store will employ 10 full and part-time staff members and will contain 8,300 square feet of retail selling space.

"Pier 1 is a good fit for Jantzen

Beach," said Marvin Girouard (pictured left), president of Pier 1 Imports, noting that Jantzen Beach conforms closely with the Pier 1 market profile for the '90s. "An important part of good customer service is providing stores in convenient locations. That's why we're so pleased to be able to bring Pier 1 to Jantzen Beach."

The store will offer a wide array of items, including rattan, wicker, and metal furniture.

Nature  
joins  
nutrition

Nature's fresh Northwest, Inc. announced that it has entered into a binding letter of intent to be acquired by General Nutrition Companies, Inc., based in Pittsburgh, PA.

Nature's, a pioneer in the natural foods industry, has built its reputation on being a premier provider of fresh foods, and is known for its innovative approach to neighborhood focused retailing.

GNC is the only nationwide specialty retailer of vitamins and mineral supplements, sports nutrition and herbal products and is also a leading provider of personal care, fitness and other health related products. They currently operate 2,650 stores. The stores are located in all 50 states, Puerto Rico and 16 foreign countries.

Stan Amy, President of Nature's, said "I'm excited at the tremendous opportunity this strategic alliance creates to advance our fundamental business mission of the last 20 years—to make quality foods affordable and accessible."

Amy said the first priority will be to further develop and refine the successful Nature's retail concept for a national roll-out, while carefully merging the two companies to preserve and enhance the unique qualities that have made Nature's successful.

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**Public Hearing Notice**

There will be a public hearing on the grant application to the U.S. Department of Health & Human Services (HHS) to secure funding under the Residential Energy Assistance Challenge Option (REACH) program which is designed to provide services through local community-based agencies to help LIEAP eligible households reduce their energy vulnerability.

Date: Wednesday, August 14th 1996  
Time: 10:00a.m.  
Place: Oregon Housing and Community Services  
Large Conference Room  
1600 State Street  
Salem, OR 97310-0161

The purpose of this hearing is to obtain public comment on the design of the grant application for REACH funding. Persons interested in testifying should bring their written comments. Copies of the grant application will be available on August 12th. Request for copies of the plan should be made to Oregon Housing and Community Services Department at the address or phone number below:

Oregon Housing and Community Services Department  
1600 State Street  
Salem, OR 97310-0161  
(503) 986-2000  
Written comments may be submitted to Oregon Housing and Community Services Department in advance of the public hearing and will become part of the public record if received by 5:00 p.m. August 15th, 1996.

**Police Officer**

The Port of Portland is recruiting Police Officer candidates for Portland International Airport. The successful candidates will:

- Be responsible for the protection of life and property at Portland International Airport (PDX).
- Ensure public convenience and well-being while traveling through airport facilities.
- Respond to needs of airport tenants in a prompt and professional manner.

Beginning annual salary: \$29,320  
Requirements

- Must be a citizen of the United States of America.
- Must be 21 years of age.
- Must possess high school diploma or GED.
- Must possess or be able to obtain by hire date a valid Oregon or Washington State driver's license.

Applicants must complete a Port of Portland employment application to be eligible for the test which will be administered on August 24, 1996 at Portland State University. A study guide may be purchased for \$5.00 at the time a completed application is submitted. There will be an additional \$5.00 fee, payable at the test site, for those taking the test.

Applicants who may experience a hardship by paying fees for the Study Guide and/or test may request an exemption.

If interested and qualified, apply in person at the Port of Portland Employment Office, 700 NE Multnomah, 14th floor. Applicants residing outside the Portland metropolitan area, and physically disabled applicants may request application materials by calling (503) 731-7400. Pre-employment drug screening is required. Applications received after Friday, August 9, 1996, may not be considered.

We are an Equal Opportunity Employer

**North Pacific Lumber Co.'s** continued commitment to market and product expansion has created openings for successful **Sales Professionals**. We are seeking:

- Motivated self starters with 3+ years of commission based sales experience
- Talented performers who seek the challenge of working in a highly competitive environment
- Results oriented professionals

Established in 1948, NOR PAC is a consistent leader in wholesale distribution and trading of forest products and other commodities. We recognize individual achievement with excellent opportunities for unlimited financial rewards and offer highly competitive benefits.

If you are the qualified candidate we are looking for, please send a resume and cover letter to:

**North Pacific Lumber Co.**  
Attention Human Resources  
P. O. Box 3915  
Portland, OR 97208  
A smoke free, drug free.

**West Coast Data Services** is seeking a qualified applicants for the position of Assistant Proof Supervisor in Salem.

- ...Analytical ability to assist in troubleshooting and problem resolution
- ...Ability to communicate effectively with management and co-workers
- ...Ability to provide direction, training, and support to employees of the department
- ...Ability to make decisions under the pressure of deadlines
- ...Proven organizational and documentation skills

Please call (503) 315-2836 for an application or apply at the affiliate nearest you and forward to Human Resources, 702 Church St NE, Salem Or 97301

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