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June 10, 1993

Thomas S. Watson, Jr., Chairman
Watson Rice & Co.
1101 Vermont Avenue/Suite 303
Washington, D.C. 20005

Dear Tom:

Thank you for your letter and for the enclosures. Looking at the articles, you have done extensive speaking and writing on international business. It must give you a great feeling of accomplishment to know that you have done so many things in trade.

I will be glad to forward your resume and copies of your enclosures to those in the Administration who might be looking for people with your background for seminars and conferences.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

AMH:RGM

bcc: Steve Hilton
bcc: Doris Matsui
✓ bcc: R/AA & Nafta/F

WATSON RICE & CO.

Certified Public Accountants

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1101 Vermont Ave., Suite 303

Washington, D.C. 20005

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May 8, 1993

Alexis Herman
Assistant to the President
Director of Public Liaison
White House
Washington, DC 20500

Dear Ms. Herman:

It was a pleasure to have been with you at the USA NAFTA briefing, Wednesday May 26, 1993. I was also pleased to see more African Americans than usual in the audience. You and Ron Brown are changing things!

During the day it became clear that I can be helpful to the Clinton Administration by promoting international trade among small and medium enterprise (SMEs) in the USA. My first hand knowledge of trade policy formulation and my years of experience in the global marketplace, can be of considerable benefit in bolstering the economy. I have been on the podium as an advocate for SMEs joining the global marketplace, but most of my work has been outside the USA. Now may be the right time for me to come home.

Enclosed is some information about my speaking and writing. Please forward it to those in the Administration who are arranging seminars and conferences to promote international trade. I would like to work with you in explaining the benefits of international business and specifically NAFTA for the small businesses and working people of the USA.

I look forward to working with you for the benefit of the citizens of North America.

Sincerely,



Thomas S. Watson, Jr.
Chairman

cc: Boris
Stare
NAFTA

JUN - 1 1993

The Global View: African American History Feature

By Thomas S. Watson, Jr.

During "Black" History Month we celebrate the rich heritage of African America. However the celebration tends to concentrate on the same people and the same accomplishments each year. For my contribution to folklore and history of African America, I am offering a series of essays on "black men" who have made a difference in this century. Each of these men are people that I have personally known. I write from my experiences with them and from their accomplishments.

High School Teacher

Douglas Tyson:

High school teacher Douglas Tyson electrifies Banneker High School's students, teachers and parents!

Before Mr. Tyson joined the Banneker family, there was no **Advanced Placement mathematics** course offered by the school. Interested students had to go to a local university to get advanced mathematics courses. The stress of additional travel and a intimidating environment was reflected by poor grades for these otherwise high achieving students. In response to this problem, Mr. Tyson established a calculus course three years ago. From the beginning, his classes attracted a large number of female students.

This is a significant feat considering conclusions of the "NCTM Professional Standards for Teaching Mathematics" (1991) noting that females had traditionally been ignored and that a "major shift" must occur to ensure "national mathematics reform". Strikingly, not only did female enrollment increase, but overall enrollment rose. Most students took only the required three years of mathematics prior to Mr. Tyson's arrival. Mr. Tyson's dynamic teaching style emphasizing students' use of new technology, there was a significant increase in student enrollment for mathematics courses.

Sensing the need for Banneker students to prove themselves in academic competition, Mr. Tyson not only revitalized the school's **"It's Academic"** team, but as a result of fierce regional tournaments, the Banneker team, qualified for televised competition and won first place in the national academic competition sponsored by the Junior Engineering Technical

Society. Both are goals coveted by all competing high schools but achieved by few. These successes demonstrate that inner city public high school students, can compete with their private school peers. Banneker students' achievements have generated a sense of healthy competition, self-pride and proven accomplishment in the mainstream.

Mr. Tyson began **tutorials for mathematics and science** students. Student response was so enthusiastic, he enlisted parents' help. In the process, he developed ongoing workshops for parents and other teachers that instruct them on improving students' learning environments. Topics include: time management, study skills, organization and effective communication. Through the vision of Mr. Tyson, this traditional tutorial program has now evolved into a forum which provides student tutors for other students. The program has created an environment which has become a "community of learners". Students are setting high expectations for themselves, and parents are actively and tangibly involved in the education of their children. Students, teachers and parents are working together as life-long learners.

Douglas Tyson is a committed teacher whose primary goal is to serve his students and the school's best interests. He uses a variety of teaching styles to ensure that each student has been taught according to his/her individual learning style. Students consistently state that their understanding of the subject is directly related to Mr. Tyson's uncanny ability to clar-



High School Teacher
Douglas Tyson

ify complex material. In spite of the difficulty of the subject, Mr. Tyson creates a level of enthusiasm that incites a love of learning in students. His abilities have fostered students' interest in mathematics and science, even when they were initially reluctant to participate. This is accomplished not by lowering standards, but by building student confidence and competence.

Teachers have been struck by the rapt attention in his classes. His students are anxious to live up to his high standards and thus unconsciously internalize a receptivity to learning. Mr. Tyson demands no less of himself. He is always in pursuit of professional growth and development opportunities. For the past three summers, he worked in basic science research at the National Institute of Health and Georgetown University Medical School.

Douglas Tyson clearly embodies the standards of excellence needed to transform fertile young minds into tomorrow's productive citizens.

The Global View: Commerce Secretary Ronald H. Brown

By Thomas S. Watson, Jr.,
Chairman

The biggest battle that Commerce Secretary Ronald H. Brown will have to face may be within the federal government. For too many years the Department of Commerce, the Office of the U.S. Trade Representative (formerly White House Office of the Special Trade Representative) and the Small Business Administration (SBA) have been fighting each other for recognition and turf. Each have claimed the mandate to assist small and medium enterprises (SMEs) who are operating in international markets. Each have spent too much time and taxpayer money fighting turf wars. This money should have been spent assisting SMEs. Now is the time for that to change.

For many years the U.S. Department of Commerce (DOC) has been waging two debilitating unnecessary battles within the government. DOC's International Trade Administration (ITA) has set itself up as the beacon for small business assistance in international trade — thus challenging the Small Business Administration's Office of International Trade. At the same time ITA is trying to take the lead in negotiating international trade policy — competing with the Office of the U.S. Trade Representative (USTR).

As a result of these struggles, career civil servants have been hopelessly deadlocked. The three federal agencies have spent taxpayers time and money fighting each other for 'turf' instead of assisting U.S. businesses in international markets. This is one of the many reasons why the USA seems to be slipping behind in economic strength and global influence.

The 1986 White House Conference on Small Business recognized these problems and proposed a solution. 1800+ delegates proposed that international trade activities be combined into a Department of Trade. The Secretary of Trade would then be responsible for discouraging infighting and keeping government resources focused on improving the USA's economy, by forging free and fair trade alliances with the rest of the world.

In spite of the misdirected

federal efforts, SMEs have improved the USA's balance of trade. Just a few years ago the DOC could find less than 50,000 U.S. businesses who were operating in international markets. In their last survey more than 100,000 were identified. Most of these new international traders are SMEs.

With the proven leadership of Ron Brown in the seat of power in the DOC, now is a perfect time to reinstate a proposal for combining international trade programs and staff into the U.S. Department of Trade and Commerce. This will be a correct step toward federal government realignment preparing for the next millennium.

As things now stand, SBA has the clout and credibility to communicate with and inform the USA's small and medium enterprises (SMEs); USTR has the experience and capability to negotiate fair and effective multi-lateral trade policy and DOC/ITA has the staff and experience to support trade promotion and assist U.S. traders in finding customers or manufacturers abroad.

Experienced international traders understand that effective participation in the global marketplace will require exports, imports joint marketing/manufacturing arrangements, sale representatives and a host of other creative business arrangements. As the turf battles are being settled, we must

turn our government's focus from *export only* to a more encompassing long term view which will benefit other national economies as well as our own. Commerce Secretary Ron Brown is the perfect person to effect these sweeping and important changes. Now is the perfect time to begin.

Delegates to the 1986 White House Conference on Small Business said in Resolution Five:

"The international trade crisis mandates creation of a Cabinet-level department of international trade (similar to those of our major trading competitors), which will coordinate and focus on existing activities in federal agencies to accomplish the following:

a. Coordinate the dissemination of information.

b. Represent small manufacturing, agricultural, service and other businesses; ...develop and execute fair, long-term policies regarding international trade.

c. Extend the GATT in a manner which will be opening freer and fairer trade including intellectual property rights, services, agriculture, aqua-culture and agribusiness products."

Seven years later these words still ring true. With new leadership to guide the very competent federal bureaucracy, we must now take the next step.

The Global View: Q and A on International Business

Because of the growing interest in global issues, *The Global View* will dedicate one column per month to answering questions from readers. This column will respond to questions about international business, careers or environmental policy issues. It will consider implications of culture and values in global communication.

Q: I am a college graduate with a degree in business. How can I find a job which will develop my skills in international business? (Perry L. Johnson, Silver Spring, MD).

The U.S. Departments of Commerce, Agriculture and the Office of the U.S. Trade Representative have international trade positions. You may also want to contact the state and local offices of international trade. Each government is organized differently but the office of International Trade is often found in the office of the mayor, county administrator or governor. A call to these offices will generally find the proper office and person to contact for further information. Also some Chambers of Commerce publish directories of their international members.

If you are interested in fellowship programs with an international flavor, you may want to contact: *Ms. Ruri Kawashima, Director U.S.-Japan Program at the Japan Society, 333 E. 47th St., New York, NY 10017, Tel: 212-832-1155; fax 755-6752 or Diane M. Shoemaker, Program Officer*

Eisenhower Exchange Fellowships Inc., 256 South 16th St., Philadelphia, PA 19102, Tel: 215-546-1738; fax 546-4567 or The President's Commission of White House Fellowships, 712 Jackson Place, NW, Washington, DC 20503, Tel: 202-395-4522; fax 202-395-6179 or The U.S. Peace Corp., Box 941, Public Response, 9th Floor, 1990 K St., NW, Washington, DC 20526, Tel: 202-606-3000, ext. 941.

Each will be pleased to send you the application forms and more specific information about their programs.

Q: I have decided to establish an import/export business based in my home. Do I need a cable address in addition to my fax, telex, telephone and mail? This was a popular question asked by several readers.

You probably do not need to add a cable address. However it will be important to be sure that your fax and telex numbers are properly listed in all relevant directories. There is an official directory for international telex numbers, published by Western Union. There are several directories of fax numbers published by local and national companies. All should be investigated.

Q: I have been in the USA for many years, but have maintained contact with my family and friends in South America. Although I have been making a living teaching Spanish as a second language, my family and I have decided to

establish a business here in the USA. How can I get the basic information we will need to get started? (Isabel Blowery of Arlington, VA).

You can start with the local Chamber of Commerce in Arlington. Most Chambers have a small business council or department. They are established to provide support and guidance for emerging small businesses. Also look to the area universities. Howard University School of Business has a Small Business Development Center, as does George Mason University. There are such centers attached to universities in most major cities.

The Global View is written to serve an information need. We have been providing a window on the world and specific points of contact for those who want to follow up for themselves. In 1993 we will expand this concept to answer specific questions posed by our readers. We want to respond to your information needs with trends and specific data which you can use to make your life more rewarding.

Send questions to:

Tom Watson's Global View, 1101 Vermont Ave., NW, Suite 303, Washington, DC 20005; fax 202-371-1699; Tel: 202-625-1987. (Thomas S. Watson Jr. is a writer, lecturer and storyteller based in Washington, DC. He serves as Chairman of Watson Rice and is an advisor to the U.S. federal government on international trade and business issues. His writings have appeared in U.S., Caribbean, African and European newspapers and magazines.)

The Global View: Musical chairs in corporate America

By Thomas S. Watson, Jr.

As a youngster studying European history, I wondered why kings would arrange marriages between royal cousins, but other families avoided inbreeding. Someone explained that the kings' fear of losing power was stronger than their knowledge of biological sciences. Inbreeding eventually put incompetents on European thrones.

Today we face a similar challenge. Corporate boards must find the creative talent capable of seeing issues differently and making substantive changes in attitudes. They may have to reach down several layers into management to find such a person. They may have to consider rejects.

Lee Iacoca worked wonders for Chrysler after having been rejected/fired from Ford several years earlier. He was unemployed for some time before finally landing at Chrysler.

New Chief Executives have been hired or are being sought at IBM, Hughes Aircraft, General Motors, Lehman, NBC News, etc. However much of corporate America is changing the guard by playing "musical chairs."

Almost like children, these men are going around to the music as each turn brings

another merger or bankruptcy — fewer chairs. Few new corporate executives have entered top management, CEOs are jumping from one company to another under the pretense of providing "outsiders/change masters."

What is needed in corporate leadership is a heavy dose of Cultural Flexibility, as embodied in Hughes Aircraft's new CEO, C. Michael Armstrong. Armstrong spent a career at IBM. While head of IBM's global operations, he realized that it was time "to do something new" with his life. He managed operations for IBM in Europe and the Middle East.

To sell effectively in those very difficult cultures, Armstrong must have learned "cultural flexibility" — the mental habit of looking at somebody very different and not automatically assuming that they are less than you. Accepting them as a respected member of the human family and looking to find a reason to respect them, and at the same time giving them a reason to respect you.

Armstrong says as much in describing his first goal at Hughes Aircraft: "Hughes'...top management team...earns their respect, and make that a mutual respect..."

An ultimate example of the needed new executive is George C. Wolfe, the new producer of the New York Shakespeare Festival. When Founder Joseph Papp's hand picked successor, JoAnn Akalaitis, was ousted by the Board in favor of Wolfe, the Board was searching for an agent of creative change.

Wolfe brings an African American sensitivity, vision and perspective which will give the New York Shakespeare Festival a fresh viewpoint and brighter future. JoAnn Akalaitis was more of the same, old ideas in a new more competitive world. Although Akalaitis charges gender discrimination in her early ouster from the helm, it is really an indication that board leadership in corporate America is beginning to understand that stewardship in the next generation will require executive leadership with the fortitude to exact change.

Boards are responding to the real risks that they will be held accountable for the failure of American corporations losing competitive advantages in this new global environment, ...where the rules, values and outcomes are no longer in the exacting control of Europe and North America. Times are changing and leadership must meet the new challenges or suf-

fer the consequences of failure.

The USA's economic future depends upon corporate leadership realizing that their efforts are redundant as long as they continue to hire CEOs from similar environments. This is mental inbreeding similar to the European royal inbreeding which produced incompetent kings and eventually undermined the effectiveness of many European nations.

With continued mental inbreeding, corporate jobs, security, power and prestige will further erode. Civil rights laws forced corporations to accept and train talent from outside the mainstream. Government procurement set-aside laws created artificial markets for companies owned by talent from outside the mainstream. This talent is now trained in technical and management skills. In the process they also developed cultural flexibility (the ability to communicate across cultures).

A combination of skills-technical and management plus cultural flexibility — is needed in top management of major U.S. corporations. When boards of directors begin to hire CEOs with this combination of skills they will see a sustained improvement in corporate performance.

Der Selbständige

OFFIZIELLES ORGAN DES BUNDESVERBANDES DER SELBSTÄNDIGEN - DEUTSCHER GEWERBEVERBAND E.V.

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Wirtschaftsminister Pohl beim 1. Kongreß der Selbständigen der DDR: DDR-Regierung wünscht den Rat der BDS-Selbständigen

Gerhard Pohl, seit vier Tagen amtierender Wirtschaftsminister der DDR, ließ es sich nicht nehmen, trotz wichtiger Aussterbens des ersten Kongreß der Selbständigen der DDR am 21. April in Berlin Ost zu besuchen und legte vor dem BDS-Delegierten aus allen Teilen der DDR ein deutliches Bekenntnis der hohen Einschätzung der DDR-Regierung über die Bedeutung der Selbständigen für die Sanierung der DDR-Wirtschaft ab. Pohl kündigte erstmals öffentlich die Bemerkung eines Staatsministers für Mittelstandsfragen beim Wirtschaftsministerium an und forderte den Präsidenten des BDS der DDR, Klaus Noack, auf, dem Fachforum (für einen in nächster Zeit zu bezeichnenden Beitrag beim Wirtschaftsministerium zu besuchen. Noack übernahm dem Minister ein Förderungsprogramm des BDS „an die erste demokratisch gewählte Regierung der DDR“, dessen Inhalt bei Pohl auf weitestgehende Zustimmung stieß.

Mehr als 150 BDS-Mitglieder und Gäste konnte der Präsident des BDS der DDR, Deutscher Gewerbeverband, Klaus Noack, am 21. April im Kongreßzentrum des Ost-Berliner Palastes begrüßen. Darunter der Vorsitzende des Mittelstandsbeirats



Die von einem EG-Vertreter überreichte Europafahne verwirklicht Klaus Noack (l.) und Willi-Peter Sick (r.) als Symbol für die europäische Integration der DDR.

beim US-Handelsministerium Thomas Watson jr. aus Washington, Vertreter der EG-Kommission, des Bundeswirtschaftsministeriums und eine achtköpfige Delegation des BDS-Schwesterverbandes NFSE aus Großbritannien unter Leitung seines Vorsitzenden Bill Knox.

Aus der Bundesrepublik folgten BDS-Präsident Willi-Peter Sick, Vizepräsident Sigrid Wawacka und die Vertreter zahlreicher Landesverbände einer vorbildlich organisierten und beeindruckend ablaufenden Veranstaltung. Tagespräsident Rechtsanwalt

Georg Bornowski erteilte zahlreichen Vertretern befreundeter Verbände, Regierungen und internationaler Organisationen das Wort. Hierbei kam zum Ausdruck, daß die Bedeutung des Mittelstandes für eine freibeihele Wirtschafts- und Gesellschaftsordnung international sehr viel höher eingeschätzt wird als noch vor wenigen Jahren und daß in einer mittelstandsorientierten Wirtschaftspolitik eine besondere Chance für die DDR liegt.

„77 Tage nach seiner Gründung kann der BDS der DDR bereits nationale und internationale Anerkennung und Wertschätzung seiner Arbeit verbuchen“ vermerkte mit berechtigtem Stolz der Präsident des BDS der DDR, Klaus Noack, in seinem Hauptvortrag.

Die Selbständigen in der DDR profitierten damit bereits von der Tradition des 1991 gegründeten BDS, dessen 100jähriges Jubiläum 1991 wieder mit Vertretern aus Gesamtdeutschland gefeiert werden könne. Mit dem Bundesverband der Selbständigen Deutscher Gewerbeverband in der Bundesrepublik bestünde ein besonders enges und freundschaftliches Verhältnis, betonte Noack. Man habe bereits Anfang Februar 1990 einen gemeinsamen Ausschuß gebildet, der die Gründung eines „BDS-Deutschland“ im Zuge der bevorstehenden politischen Einheit Deutschlands vorbereiten sollte. Bis dahin sei allerdings eine gesonderte Interessenvertretung der Selbständigen der DDR als Ansprechpartner der DDR-Regierung notwendig, um den Übergang in die soziale Marktwirtschaft mittelstandsgerecht zu gestalten.

BDS-Präsident Willi-Peter Sick setzte sich in seinem Geleitvortrag mit den Sorgen und Nöten der DDR-Selbständigen auseinander und räumte mit falschen Klischeevorstellungen auf: „Die DDR ist kein Entwicklungsland. Bei Ihnen sind die vorhandenen Kapazitäten lediglich durch die herrschende sozialistische Mißwirtschaft ver-

schützt worden.“ Die DDR-Selbständigen könnten mit Zuversicht der Zukunft begegnen, denn sie verfügten über einen hohen Qualifikationsstand und gut ausgebildete Fachkräfte. „Natürlich werden die Löhne für kurze Zeit niedriger sein als im Westen. Aber das ist kein Nachteil, sondern eine Chance, um im Wettbewerb auch mit westdeutschen Unternehmen neue Märkte zu gewinnen.“

Der Vorsitzende des Mittelstandsbeirats beim US-Handelsministerium, Thomas Watson jr., forderte die DDR-Selbständigen auf, von vorübergehenden internationalen Märkten verstärkte Aufmerksamkeit zu schenken. Zahlreiche mittelständische US-Unternehmen stünden als potenzielle Geschäft- und Kooperationspartner bereit und

seien auch besonders daran interessiert, mittelständische DDR-Firmen beim Aufbau eigenständiger Außenhandelskontakte zu helfen.

Der Geschäftsführer der Gewerkeförderungsorganisation des BDS Bonn, Willi Voßbeck, verwies zum Schluß auf die zahlreichen Förderprogramme für mittelständische Unternehmen: z. B. Sonderwirtschaftsministeriums, z. B. zentraler Zug um Zug auch DDR-Selbständigen und Existenzgründer geöffnet werden. Voßbeck stellte auch das BDS Messe- und Weiterbildungprogramm „CONTACT 90“ vor, z. B. dem der BDS in sieben Städten: DDR noch 1990 praktische Informationen und Hilfestellung für DDR-Unternehmen biete.

(Weitere Berichte auf Seite 2 bis 4)



Der Vorsitzende des Mittelstandsbeirats beim US-Handelsministerium Thomas Watson jr. (l.) im Gespräch mit DDR-Wirtschaftsminister Pohl und dem Präsidenten des BDS der DDR, Klaus Noack (r.).

Bild: Dörm

Thomas Watson jr. (US-Mittelstandsbeirat):

In USA endlich Bedeutung des Mittelstandes erkannt

„Für Amerikaner sehr aufregend“ nannte der Vorsitzende des Mittelstandsbeirats beim US-Handelsministerium, Thomas Watson jr., aus den USA, die europäische Entwicklung zu Freiheit und Marktwirtschaft. Dies eröffne es auch den Selbständigen der DDR, die wichtige Rolle in Wirtschaft und Gesellschaft einzunehmen, die ihnen nach dem neuen Erkenntnisstand aus den USA gebühre.

Dort sei man jahrelang der Faszination purer Größe erlegen, die noch aus der Frühzeit der Industrialisierung herrühre. Aber inzwischen habe es sich weitgehend herumgesprochen, welche eminente Bedeutung die kleinen und mittleren Unternehmen (für eine Volkswirtschaft haben. Dies gesehe übrigens auch für den internationalen Handel und die Beziehungen auf den Weltmärkten. So ergäben sich für europäische und amerikanische Selbständige aus der Entwicklung zur Demokratie und sozialer Marktwirtschaft in den bisherigen Ostblock-Ländern neue geschäftliche Chancen.

In den USA, wo die Wirklichkeit der kleinen und mittleren Unternehmen überall jetzt anerkannt werde, gebe es bei Parlamenten und Institutionen nicht nur der Bundesregierung,

sondern auch der einzelnen Staaten zahlreiche Gremien zur Förderung des Mittelstandes, und auch die Parteien hätten eigene Mittelstandsbeiräte. Dies sei nicht zuletzt das Ergebnis einer besseren Zusammenarbeit der amerikanischen Mittelstandsverbände. Resultat sei unter anderem eine Vervielfachung der an Import und Export beteiligten Unternehmen innerhalb weniger Jahre gewesen, von denen die meisten kleine und mittlere Unternehmen seien. Dieser gewandelten Einstellung entspreche auch, daß Präsident Bush im Wahlkampf viel Wertes von seinem Berufsstand als Kleinunternehmer gemacht habe.

„Schaffen auch Sie diese Stärke und Führung, und haben Sie denselben Erfolg“, forderte Watson den BDS der DDR auf. „Wir bieten Ihnen unsere Hand bei der Arbeit für ein erfolgreiches gutes Leben.“ Es sei schon ein großer Erfolg, daß der BDS der DDR in so kurzer Zeit so viele Mitglieder gewonnen habe. Diesen Erfolg quermerte Watson aus mit einer Einladung an dessen Präsidenten Klaus Noack nach USA, um an einer Verbesserung der Zusammenarbeit zwischen den amerikanischen und europäischen Selbständigen mitzuarbeiten.

Compliments of

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EL ECONOMISTA^{MR}

ANÁLISIS • OPINIÓN • ASESORIA

MÉXICO, D.F. MARTES 20 DE AGOSTO DE 1991

Debe la microindustria aceptar el reto de competir para no convertirse en maquiladora con el Tratado

** El camino adecuado es que se preparen para crecer y fortalecerse, recomienda Thomas Watson **

POR INGRID NEGRETE ROSALES

REPORTERA DE **EL ECONOMISTA**

ESTADOS UNIDOS NO pretende que con el Tratado de Libre Comercio, México se convierta en un país maquilador; "el riesgo es que las pequeñas empresas mexicanas empiecen a seguir esa dirección en lugar de prepararse para crecer y fortalecerse a largo plazo", advierte Thomas Watson, representante de la pequeña y mediana industria estadounidense para el Tratado y presidente de la empresa consultora *Watson Rice & Company*:

Consideró que es un mito decir que la mayoría de las medianas y pequeñas empresas mexicanas no alcanzarían en EU el término de "pequeñas". Prueba de



Thomas Watson.- El Economista

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ello, es que en ese país las grandes empresas no suman ni 2,000; mientras existen 19 millones de industrias micros y medianas, que comparadas con las típicas mexicanas, "más de la mitad tie-

nen menos de 10 empleados".

Thomas Watson, quien organizó el "Primer Congreso Americano Europeo de Pequeñas y Medianas Empresas" en

Debe la microindustria aceptar el reto... Viene de la pág. 19

microempresas con el TLC Trilateral, será el que tenga "smart", es decir, ingenio y que se ponga listo.

"Existen preocupaciones en cuanto a qué pasará con las micro y medianas industrias, así como en el medio ambiente con la firma del TLC Trilateral", al respecto considera que "lo más probable es que las empresas mexicanas vengán a ser más

Frankfurt el año antepasado, puntualiza que el país que podrá hacer crecer sus

Por favor pase a la pág. 20

competitivas-, no sólo en Norteamérica sino alrededor del mundo.

No obstante, recomienda que los empresarios pequeños de México deben ser apoyados por grandes industrias y el gobierno para que les ayuden a crecer con capital fresco.

El representante de las micro y medianas empresas de EU, explica que el gobierno federal de su país tiene tres grandes programas para apoyar este tipo de industrias, de los cuales sólo uno se podría aplicar a México, ya que los otros son tan complejos como la economía estadounidense. El programa que recomienda son las coinversiones con el apoyo del gobierno para fortalecer el mercado internacional y doméstico.

Por otra parte, manifiesta que en EU existe una pequeña industria textilera, "la mayor parte de los vestidos son made in Singapur, India, Corea, Taiwan, entre otros", por ello, considera que la empresa mexicana fácilmente podrá competir en ese país, porque México tiene calidad y precios comparativos.

Cabe señalar, que al referirse Thomas Watson a los representantes de la iniciativa privada mexicana para el TLC (COECE), manifiesta que de alguna manera en ciertas cosas piensan como él, "a largo plazo", además, se preocupan por todo lo que le pasará a la gente, por lo tanto, buscan la forma de hacer negocio entre Canadá, México y EU.

Asimismo, informa que en Estados Unidos están divididos en 21 sectores, de donde se desprenden 35 subsectores, los cuales están dirigidos por un presidente.

Por último, Thomas Watson advierte que México y EU "no somos enemigos, aunque tampoco grandes amigos", pero lo cierto es que tenemos la oportunidad de hacer negocios juntos. Tanto los empresarios mexicanos como los estadounidenses tienen cosas valiosas, es momento de reconocer que nos necesitamos.

SESSION 22

Cultural Flexibility – A Key Lesson for Europe after 1992 and for a Multi-cultural Society

Synopsis of a paper to be given by **Thomas S. Watson Jr.**, *Chairman, Watson Rice & Co.*

Certified Public Accountants

Today's more diverse workforce comes to the learning experience with a variety of cultures and languages. The manager must be able to communicate ideas and teach skills using methods that transcend these differences. One of the most

effective vehicles for this communication is use of stories. Tom Watson uses a variety of stories from many cultures to communicate basic business messages to varying audiences.



Biographical Note

Tom Watson has been the chief executive of an American company which regularly employs people of many cultures and languages. He has used stories to communicate and motivate this diverse workforce for 20 years. He has used these same methods in organizing business groups in North America and Europe.

He has been a member of the Official American Delegation to the GATT Ministerial in Brussels – December 1990. For 8 years he has served as a private sector advisor to the U.S. Department of Commerce and the U.S. Trade Representative, advising on trade issues and negotiations involving many U.S. trading partners. He organized the first American/European Small/Medium Business Trade Congress (Frankfurt Oct, 1989) and is co-chairman of the Trans-Atlantic Trade Association. He has lectured for the Department of Defense, the Small Business Administration and other Federal government agencies on

business and management topics.

Tom Watson has lectured and appeared on television radio programmes in North America, Europe and Africa discussing business and economic issues. He has counselled managers of large and small firms in effective methods of working together in joint ventures or teaming arrangements between these companies.

His mission is to provide tangible approaches for people of diverse backgrounds to understand each other and work toward common goals.

La maggior parte di esse sono state realizzate da manager e quadri disoccupati, che allo scopo di rimpiazzare un lavoro dipendente che non avranno più stanno inventando - nel campo dell'informatica, dell'high-tech, dei servizi - nuovi business che non avrebbero mai potuto creare da dipendenti. Quindi avere una chiara e realistica consapevolezza delle potenzialità della propria azienda, una visione globale del mercato, e soprattutto costruire alleanze anche con imprese provenienti da altre realtà economiche, contribuirà a far nascere questo nuovo mercato globale. Per mettere in pratica tutto questo è necessario impossessarsi di una "overculture" che ci stimoli a tirar fuori e a focalizzare ciò che è importante per noi e per i nostri partner.

Solo così si potranno costruire un'economia e una società più libere e porre finalmente fine alla politica degli aiuti. Più che dare un pesce a chi è affamato dovremo insegnarli a pescarselo e successivamente potremmo mettere insieme il suo pesce e la nostra rete commerciale e venderlo in qualche parte del mondo, il che porterebbe vantaggi a entrambe le parti.

Condividere obiettivi e rischi

Ma per far sì che questi obiettivi comuni vengano individuati e perseguiti è necessario che anche i rischi vengano ugualmente condivisi.

A questo punto, affinché la audience meglio recepisce e introiettasse il messaggio, Watson, mettendo in pratica uno dei suoi talenti, quello di "narratore" (storyteller), ha raccontato questa storia.

I protagonisti sono un padre e un figlio residenti in una piccola cittadina della Germania Orientale. Un giorno il figlio si ammala e viene portato dal padre in un efficiente e moderno ospedale in una città della Germania Occidentale.

Un'equipe di medici molto professionali, dopo aver accuratamente visitato il malato, decise di sottoporlo a intervento chirurgico. Fu iniziata quindi una terapia di preparazione all'operazione, terapia molto intensa che però stava mettendo a rischio la vita stessa del malato.

A questo punto il capo dell'equipe medica chiese di parlare con il padre e gli disse: "Mi dispiace, signore, ma credo lei debba cominciare ad abituarsi all'eventualità che suo figlio possa morire: per prepararlo all'intervento siamo stati costretti a somministrargli alcuni farmaci e il suo attuale stato di salute ci costringe a considerare anche l'ipotesi che suo figlio non riesca a sopravvivere". A questa dichiarazione di arrendevolezza



Thomas S. Watson

za da parte del primario, il padre rispose: "Può darsi dottore che mio figlio muoia sotto i ferri, ma a questo punto penso che lei e i suoi colleghi dobbiate anche prendere in considerazione il fatto che i nostri obiettivi in questo momento non coincidono. E per aiutarvi a meglio comprendere quello che in questa circostanza è il nostro comune interesse, tornerò in albergo, prenderò una pistola, la caricherò con tante pallottole quanti sono i componenti l'equipe che sta curando mio figlio, tornerò in questo ospedale e mi metterò all'ingresso riservato ai medici. Se mio figlio si salverà, tutti voi potrete tornare a casa tranquilli, ma se morirà, io vi ucciderò tutti uno ad uno".

Chi è Thomas S. Watson

- *Chairman e Chief Executive della Watson, Rice and Company, una società di consulenza aziendale con sede centrale a Washington e con clienti internazionali.*

- *Trade Senior Advisor dell'Amministrazione Bush per la politica delle Piccole e Medie Imprese.*

- *Membro della Delegazione Usa al Gatt (General Agreement on Tariffs and Trade).*

- *Fondatore della TransAtlantic Trade Association, un'associazione di piccole e medie imprese del Nord America e dell'Europa.*

- *Scrittore e conferenziere, tiene interventi in tutto il mondo sulle opportunità offerte dal mercato globale alle piccole e medie imprese.*

L'intervento riuscì.

Questa è una storia vera che la dice lunga sulle differenze di valori, di cultura che si riscontrano anche in individui appartenenti alla stessa comunità.

Il padre, però, di fronte all'atteggiamento di comodo e rinunciatario dei medici che si limitavano a perseguire l'obiettivo di tenere il malato in vita fino a l'intervento, anziché per tutti gli anni che gli erano dati da vivere, non ha esitato a porre i sanitari in condizioni di rischio per bilanciare la propria posizione, ugualmente pericolosa, in cui era stato messo dagli stessi medici.

È questo il tipo di coinvolgimento che tutti gli operatori economici hanno o l'opportunità di perseguire, ricercando e creando alleanze, coinvolgendo i partner nei loro progetti, per costruire un nuovo mercato che dia la possibilità a tutti di crescere.

Per mettere in pratica queste alleanze sarà necessario, senza rinunciare ai propri valori, essere aperti e pronti ad accettare valori e convincimenti di altri.

Rinnovarsi accogliendo altre culture

È proprio la Storia del resto a insegnarci che certe nazioni - come ad esempio l'Impero Romano - hanno sopravvissuto a lungo anche perché si sono dimostrate aperte e ricettive ad altre culture, traendone rinnovamento e arricchimento. La stessa morale si può trarre da quella famosa storiella che vede un insegnante impegnato a trasmettere alcune elementari nozioni aritmetiche: facendo l'esempio dei cinque uccelli appollaiati sul ramo di un albero, chiede ai ragazzi quanti uccelli rimangono se un cacciatore spara e ne colpisce uno. La maggioranza della classe risponde "quattro": soltanto una ragazzina proveniente dalla campagna, e che probabilmente aveva fatto questa esperienza, risponde: "Nessuno, perché i quattro che rimangono vivi volano via spaventati". L'insegnante avrà tenuto buona la risposta della maggioranza della classe, perché secondo le elementari regole aritmetiche cinque meno uno fa quattro ed avrà ritenuta sbagliata, e quindi non degna di considerazione, la risposta dell'alunna.

"Quante soluzioni corrette ai problemi abbiamo perso fino ad oggi - si chiede e ci chiede Thomas S. Watson - semplicemente perché ritenevamo esatto soltanto il nostro punto di vista, senza darci nemmeno la pena di esaminarne altri? Spogliamoci quindi dei pregiudizi, cerchiamo nel mondo alleanze e strade da percorrere insieme in un'ottica di lungo periodo: questo è possibile farlo ora in Europa, in Nord America, in tutto il Mondo". ■

THE VOICE

Britain's Best Black Newspaper! 48p

Issue No. 457 July 30, 1991

'WE'RE FLEXIBLE FRIENDS'

US small firms specialist offers insight into black entrepreneurs' skills

Black entrepreneurs have special skills which can put them ahead in the global market, President Bush's senior advisor on small business has said.

Thomas Watson, a global trade policy specialist - the most senior black man working for the President in this field -, told *The Voice* in an exclusive interview how black people possess the skill of 'cultural flexibility' which can help win them contracts abroad.

"We have been forced to build a bridge between our own culture and the dominant culture to survive. We have an attitude of cultural flexibility which means we are open and willing to accept someone from another culture as an equal or a peer.

"Instead of emphasising the differences between us in physical appearance, language or clothing, we look for a common bond on which to build a level of trust and form a basis for business and communi-

cation."

But he said many black businesses didn't realise their own potential in the global market and mistakenly assume that only the big companies can operate outside their home country.

Medical

"Black businesses should really begin thinking globally, because it's here that our cultural flexibility gives us the edge. You don't have to be a large business or have a lot of money and in England there are government-support programmes and subsidies which can be exploited," said Mr Watson.

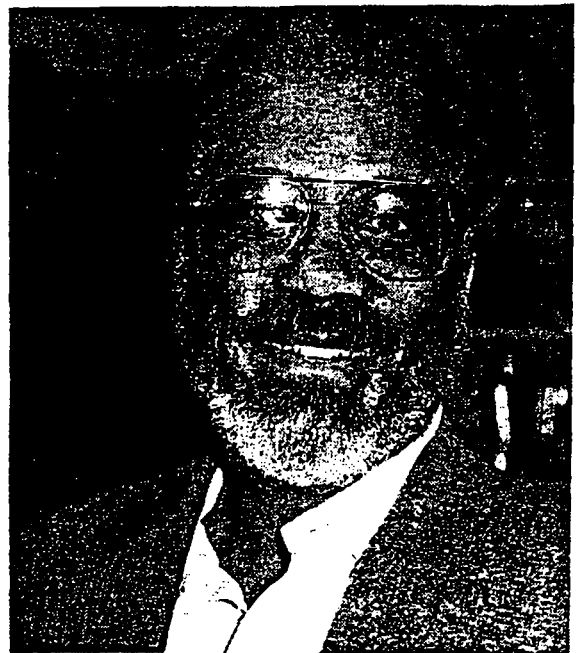
He gave the example of a woman who begun selling medical supplies from her home to Italy and now owns a multi-million busi-

ness and controls most of that market in Italy.

The move into the global sphere is all the more important with the beginning of a new age of business operating on a world level and the opening up of trade restrictions in the European Community and the General Agreement on Tariffs and Trade (GATT).

Mr Watson runs his own company, Watson Rice and Company, a leading US accounting firm which has offices in Cleveland, Washington and New York, and does much business abroad. He spoke to *The Voice* during a short visit to Britain before jetting off to South Africa to meet with various interest groups, including the Association of Black Accountants.

Mr Watson has been actively involved in a number of black and mainstream business organisations and lectures around



TOM WATSON: "Stories are the basic fabric of every culture."

the world, using a storytelling technique to get his messages across.

"Stories are the basic fabric of every culture. You can learn the peculiarities of a culture and also the

commonalities and once you have learnt the basic human values, it enables you to pick up the skill of cultural flexibility, which I believe is vital to succeed," said Mr Watson.

THE TENNESSEAN

METRO/STATE

SUNDAY, AUGUST 11, 1991

Globalization called vital key to success

By **FIONA SOLTES**

Staff Writer

Taking advantage of the diverse cultures in the United States and respecting the cultures of other countries is the key to success in the global market, a nationally recognized accountant said.

Thomas S. Watson Jr., chair of Watson Rice & Co. accounting and consulting firm, addressed the annual meeting of Beta Alpha Psi, the accounting fraternity, yesterday at Loews Vanderbilt Plaza Hotel.

"We're coming into the need for globalization of ourselves as individuals," Watson said.

With so many trade negotiations and changes in the international market these days, it is time for everyone to understand — and respect — the different values, histories and cultures that drive other societies, he said.

The recent free trade agreement between Mexico and the United States — part of the General Agreement on Tariffs and Trade — and the lift of economic sanctions in South Africa will affect everyone, he said.

"Some of us who are broad-minded are thinking globally already," he said. "But all of us are part of the international market."

Entering that market is as easy as buying a product made in another country, he said.

Watson said following the lecture that he has been traveling to various countries to spread the word about the need for "cultural flexibility." His travels have taken him to Mexico, France, East Germany, Switzerland, the Soviet Union and South Africa.

He was said he was in South Africa when sanctions were lifted July 10.

Now more than ever, he said, it is necessary for the United States to continue to "offer a hand of brotherhood and empathy."

"We shouldn't try to go back to the way it was before," Watson said. "And we shouldn't try to go back without thinking about bringing black representatives into the deal."

Americans need to realize their diversity and use it to their advantage when dealing with others, he said.

"We in the United States have been concentrating on making the country a melting pot," Watson said. "We're expected to leave our cultural diversity at the border and become Americans." ■

European Blacks Fear One Europe

Although I have been to London many times and have met with the British business and political establishment, this was the first time I have met and talked with Britain's black business leaders. It was an enlightening experience.

Britain has a black newspaper (The Voice) which is being read throughout the nation. In addition to a weekly newspaper, The Voice distributed black literature through its book clubs. It promotes black entertainment, provides a travel service for black Britons and promotes black businesses by supporting the newly formed black business associations.

"Black Britons are worried about the combination of European nations in 1992 (EC '92) and see it as a threat to black Europeans," says Claire Hynes a writer and journalist. The European Community (EC) does not have "race laws" like Britain. Black Britons expressed the view that racial discrimination will run unchecked unless the federal government of Europe enacts laws similar to those of the British. Because there are only two black members of the European Parliament, black Britons are concerned that such laws will not be enacted by the European Parliament.

Britain's 1976 Race Relations Act has been on the books for 25 years, but black Britons are still facing entrenched racial discrimination. The British National Party (a conservative right wing political party) has instigated a new wave of racial attacks, both political and social. With a worsening recession

The Global View

by Thomas S. Watson, Jr.,

Chairman Watson Rice and Company

facing them, Britons are becoming more conservative. This does not bode well for affirmative action or equal opportunity, in jobs or business.

Just when blacks were beginning to make political progress, the British government instituted a poll tax (up to US\$1,000 per person) which has taken many blacks off the voting rolls. "Once off the rolls, it is unlikely that they will ever vote again," says a political activist in St. Albans. A similar increase in the cost of television service will exclude many blacks from access to national and international programs.

Business may become a key to their survival and prosperity. Although black British businesses are not as large or plentiful as African American Businesses, they are beginning to organize into business associations and trade groups. These groups have a keen interest in hearing from the USA. They want to meet people who will explain the American business climate and will help them form strategic alliances with African American businesses.

Politics have been somewhat one-sided. Most blacks are members of the liberal Labour Party. Any black who is a member of the Conservative Party, must contend with social pressure and must continual-

ly justify their position. One black Conservative Party leader, Joyce Simpson, has taken on the challenge. She is offering a litany of Conservative Party accomplish-

ments on behalf of blacks. She says, "...blacks must be leaders in both parties to be well respected in either." It remains to be seen, whether her voice will be heard.

Many European blacks are calling for a British black leader, because of the experience and apparent political leadership of black Britons. However, blacks are making political gains throughout Europe. Italy and France have elected black members of the European Parliament. Blacks are reaching across national borders to form alliances and exchange information which will provide better opportunities for all Europeans.

As black Britons continue to gain political and economic power they are looking across the Atlantic for examples of institutions to better serve their communities. Today they are asking themselves "Is there a need for black universities in Britain? If so, should they be patterned after the African American model, or some other?" This will be followed by building black oriented institutions of all kinds in Britain and across Europe.

Potential for Trans-Atlantic interaction and mutual support between black communities is great. We must encourage, teach and learn from each other. Together we are building a world-wide black community. Its potential is beyond our imagination!

Small Businesses Are Also Most Numerous

A few years ago David Stockman the Reagan Administration's erstwhile Budget Director was proposing to do away with the U.S. Small Business Administration (SBA) because it was an "agency established to serve a small and unimportant special interest groups." His was proven to be an error in judgment and a mistaken interpretation of the facts.

National Small Business United, the National Federation of Independent Businesses and regional small business groups joined elected delegates to the 1986 White House Conference on Small Business to present their case. It was easily demonstrated that small businesses created new jobs, contributed new inventions and then employed 40 percent of the U.S. work force. They were the employers, job creators and innovators who were keeping the USA's faltering economy alive.

As reported by James Abdnor, SBA Administrator in the 1986 U.S. Small Business Administration's annual report - Small Business in the American Economy, "U.S. small manufacturers employment increased by 1.3 million workers from 1976 to 1986." At the same time large manufacturers showed a net loss of 100,000 jobs. These new employees were reported to have received more relevant job training in small manufacturing firms than comparable employees in larger firms. In 1986 Administrator Abdnor also reported that small firms contributed favorably to the international competitiveness of the U.S. economy. He predicted that entry of smaller firms into the

The Global View
by Thomas S. Watson Jr.
Chairman of Watson Rice and Company

global market would improve the USA's trade balance.

Today Europe is about to make a similar error for similar reasons. It was a sense of irony that I read the Financial Times article describing a proposal to discontinue the European Community Enterprise Directorate (DG23). I was in England to deliver an address on "Global Cooperation and Cultural Flexibility" to the Annual General Meeting of the Chartered Institute of Public Finance and Accountancy (CIPFA).

Having invested several years working with European small and medium enterprise (SME) leaders working together to improve cooperation between North American and Europe, I understand why European SMEs are angry. "It is our network of small businesses solidly grounded in every European city, who will form the foundation of the European Community's economy. At the time when we are most needed, political leadership proposes to take away our voice," says Brian Prime, president of Europmi a federation of business groups based in Brussels, Belgium.

SMEs are the overwhelming majority of businesses on both continents. Without the strong voice now provided them by DG23, more than 90 percent of European businesses will not be heard. SMEs

employ about half of European workers and supply about half total business revenues. The same is true in the USA. Although SMEs employ

about half of European workers and supply about half total business revenues. The same is true in the USA. Although SMEs are creating jobs, providing innovations in the marketplace and generating taxable revenues, each are small individual companies. Without the support of DG23 in Europe or the Small Business Administration (SBA) in the USA, SMEs voice would not be heard. They would be drowned out by the bigger businesses with bigger staffs and bigger budgets who are lobbying governments in their own interests. Big business can not match SMEs record for innovation, job creation and taxable revenue generation. SMEs can not match big business's record for raising money and hiring staff to influence governments. If government policies and international treaties are influenced to favor big business, most nations will lose the very foundations of their economic growth potential. Because SMEs will be drowned by the process.

In the USA it took an organized effort among small business leaders in all 50 states to garner enough political power to stop a similar foolhardy move by the Reagan Administration's Budget Director. Europe should learn from this experience. We in North America truly hope that the European Commission and Parliament wake up before they kill the "Goose that lays the Golden Eggs."

The Community News

DEPARTMENT OF JOURNALISM • SCHOOL OF COMMUNICATIONS • HOWARD UNIVERSITY

CPA: A Bridge Over Troubled Waters

By ANGELA C. ALLEN

Many Black businesses talk about the importance of contact and networking with African businesses, but very few change their words into action.

One Black firm here in the District though has taken steps to actively carry out this principle. Thomas S. Watson, Jr., chairman and CEO of the Certified Public Accounting firm of Watson, Rice & Co. and a member of U.S.'s National Association of Black Accountants (NABA) traveled to South Africa in October to meet with the leaders of the South African Accountants (SAICA) and the Association of Southern African Accountants (ABASA).

The discussions focused on the exchange of information about integration of the accounting profession in both the U.S. and South Africa.

Watson initially started his own practice because there seemed to be no real career opportunity with White-owned firms. He was with Elmer Whiting's when it merged into Ernst & Ernst, making Whiting the nation's first Black Big 8 partner.

Watson was also the first Black CPA to serve on the Ohio Accountancy Board, has been a leader in the American Institute of CPA's (AICPA) and has been active as a mentor to young Blacks who are interested in an accounting career.

Watson stressed that the problems and issues of South Africa are not the same as those in the U.S.

"We can easily generalize from the intergration of the USA and miss the subtle and not so subtle differences between the position of Black South Africans and Black Americans."

Watson noticed while traveling through South Africa that Blacks clearly understand the differences in Black and White life and feel that it is not right. Watson said this (South Africa) is a class society that allows upward mobility for some and much less for others, not unlike the U.S.

"We (NABA) hope to bring some valuable experiences and observations as you integrate in South Africa," Watson said.

Watson pointed out that the SAICA will make more room for Black accountants as it supports the development of Black-owned accounting firms.

"Without substantial Black-owned firms, the profession will not attract bright, energetic high achieving Blacks. (Blacks) will believe that (their)

options are limited to serving as a high paid employee of White firms. The need is for Blacks to be both top executives in major companies and other Blacks to have developed independent economic bases," Watson said.

Watson said in the U.S. there is a role for Black professional associations and educational alternatives to keep Blacks upwardly mobile. These organizations provide support, experience and guidance to young Blacks coming into the workplace. They help to sort through issues of race versus issues of professional development.



Thomas S. Watson, Jr.

This article is provided compliments of Watson, Rice and Company

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East German Small Businesses Look to West for Know-How

By ROSALIND RACHID

Journal of Commerce Staff

NEW YORK — Small businesses in East Germany are reaching out to their counterparts in Western Europe and the United States to learn how to wield more clout in trade and industry.

"I talked to (the East Germans) about how their organization could work with organizations in Western Europe and North America," said Thomas S. Watson Jr., head of the Bush administration's Advisory Committee on Small Business Trade Issues.

"What excited them most was the understanding of what they could get from being organized. They could see a little how they might be able to influence their government," said Mr. Watson, who is also chairman of Watson, Rice & Co., a Washington, D.C., consulting firm.

Mr. Watson spoke to The Journal of Commerce by telephone after he returned from East Berlin, where he delivered the keynote speech at the first annual meeting of East Germany's only small business organi-

zation. The meeting was held April 22-24.

The East German arm of Bundesverband Der Selbständigen, the small business federation based in Bonn, West Germany, was established last November with 300 members. At last count, 30,000 businesses had joined.

About 180,000 privately owned small businesses in East Germany escaped nationalization because they had fewer than 10 employees. These businesses survived as the only companies in the country's private

sector, but they had little access to outside information during the country's isolation behind the now toppled Berlin wall.

Talks are under way to merge the two German organizations, Mr. Watson said.

"The date (of the merger) is to be determined by East German law. It could be a matter of days or weeks," Mr. Watson said.

Klaus Noack, president of the East German BDS, as the federation is called, is expected to attend talks beginning today in Wilmington, Del., on the creation of an international small business trade council.

About 10 representatives of overseas small business organizations will participate in the talks, which continue through May 11, Mr. Watson said.

U.S. and European small businesses have been fairly vocal in current talks to overhaul international trade rules established by the Geneva-based General Agreement on Tariffs and Trade, which governs most of the world's trade.

"Small businesses have felt for a long time that they would like to have an association that focuses on their needs" at the international level, and not just on domestic issues, said Helen Burroughs, the U.S. Commerce Department's trade policy analyst for small businesses.

With more attention focused on its mandate to promote U.S. exports, Commerce has been helping U.S. small businesses develop markets overseas. This has brought the

department closer to trade issues affecting such businesses.

It also has put the department in closer contact with small business organizations worldwide. Ms. Burroughs, whose tasks fall under the Services Bureau of Commerce, has worked with the West German small business federation since 1985.

Commerce also participated in Export '89, the first trade congress organized exclusively for small businesses. The idea for an international small business trade council grew out of that congress, which was held last fall in Frankfurt, West Germany.

The intention is "to form a stand-alone small business trade association that would not get bogged down in the bureaucracy of government or other small business organizations," said Mr. Watson, who also chairs Commerce's Industry Sector Advisory Committee on Small Business for Trade Policy Matters.

According to Mr. Watson, documents formally establishing a North American-European Small Business Trade Council will be signed during the talks in Delaware.

Mr. Watson will be named chairman for the North American side. Brian Prime, a British entrepreneur, has been tapped as chairman of the European side.

Delaware was chosen to host the talks because it has already begun to implement the model state program drawn up at Export '89 to get small businesses into exporting.

April 16, 1993

The Global View: Haitian Crisis — An opportunity for St. Martin leadership

By Thomas S. Watson, Jr.

While the USA uses Coast Guard vessels to keep a "white picket fence" around Haiti, people are continuing to die in small make shift boats on the high seas. Others are hijacking small planes.

The democratically elected president of Haiti does not have the power to impose his rightful authority. Rev. Jesse Jackson and politically astute operatives in the USA understand the U.S. political system but do not understand the Caribbean environment or the unique issues remaining unaddressed in Haiti.

The U.S. is not qualified to decide the fate of Haitians. Haitians should decide the fate of Haiti. However, the USA and others in the Caribbean have some stake in the eventual outcome of the Haitians decisions. They therefore must protect their interests by the most practical means. So far the only practical means have been military coercion, economic coercion and rejection of Haitian refugees.

This current crisis with Haiti is an ideal opportunity for the

people of St. Martin/St. Maartin to offer culturally flexible leadership and help the region to find a solution palatable to all parties. St. Martiners are uniquely qualified to serve in this role. They know and understand the culture and values of the USA. They speak French and have historical ties to the predecessors of Haitians and other French descendants in the Caribbean. Their island environment has bred a community of culturally flexible people who are quite unique in this western hemisphere.

Although St. Martin is not a sovereign nation, its political leaders have a unique role to play in the resolution of this crisis. St. Martiners are working toward a new status within France. They are also working toward a more uniform political system on the island. They have the basis for becoming an economic and political influence in the Caribbean.

Most recently St. Martiners have been focused on their own political issues. French St. Martin as a commune in the French Region of Guadeloupe, is pursuing a new status within

France. Dutch St. Maartin is striving to maintain its status as an independent protectorate of the Kingdom of Holland. Because both sides are populated by Islanders of African origin, whose mother tongue is Caribbean English, they have a unique opportunity for leadership now.

If St. Martiners were to offer to act as mediators and catalysts pursuing a Caribbean solution to the Haitian crisis, the USA, Haitians, Cuba and other Caribbean leaders would have to listen. In this new world order with changing paradigms and shifting basis of power — new solutions and new leaders are needed.

Here is an ideal opportunity for new leadership — involving all interested parties in finding a practical solution. Such an offer should also be looked upon favorably by the French government, who must learn that St. Martin can govern itself. This will be a major step in the direction of solid responsibility and an exercise of new political leadership in the Caribbean region.

The Global View: Bermuda — Vacation Paradise or Business Opportunity

By Thomas S. Watson, Jr.

"How can black Bermudians strengthen their ties with African Americans". This was the question most frequently asked during my four days in Bermuda last week. The people of Bermuda are citizens of the British Commonwealth, but identify most readily with North America. They use US currency; watch US television via cable and satellite hook up; and host hundreds of thousands of US tourists every year.

Background:

Bermuda, an island in the Atlantic Ocean, has 60,000 inhabitants on its 21 square miles. 40,000 of these inhabitants are black. The island has the fourth highest per capita income in the world. Its economy has been continually resilient — withstanding recessions and depressions which have devastated the economies of North America and Europe. The governing party, United Bermuda Party has been in power for the entire 30 years the island has held free elections/had political parties.

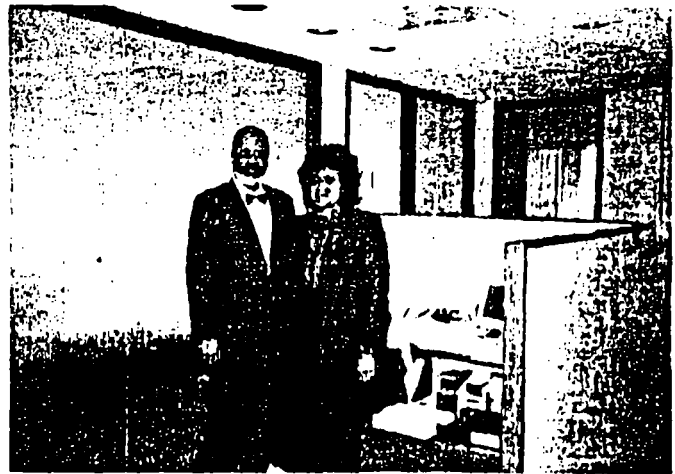
Economy:

The local economy is fueled by tourism and international business. Cruise ships and airplanes bring in 500-650,000 tourists per year. International business includes 1500 captive insurance companies owned by US companies and more than 5000 FTC/Offshore investment corporations set up under provisions in US tax laws.

The island's two major banks serve the vast majority of the local and international community. Its one smaller bank has a difficult time remaining in the competition. Local laws require new legislation to charter another bank on the island. Without the support of members of the UBP this is currently unlikely.

Politics:

The three political parties are similar in positioning to the three banks. Two major parties dominate Parliament — United Bermuda Party (UBP) 21 members; Progressive Labour Party (PLP) 18 members. The National Liberal Party (NLP) currently has one member of Parliament. NLP was a spin-off from the PLP. Bermuda's first political party. After an initial



(Left) Thomas S. Watson in Bermuda.



Thomas S. Watson addresses a group of businessmen and women in Bermuda, a place of great business opportunities.

sput of popularity, it has not gained much ground.

Overlaid on top of this political structure is the Governor of the British Commonwealth. He and his deputy appoint the police force and oversee ceremonial functions on behalf of the King/Queen. A large number of the police are ex-patriots from England, who come to Bermuda as police but later earn their way into higher business and political circles.

Although a protectorate of Great Britain with a British Governor, Bermuda's three political parties have been vying for leadership and control. UBP has dominated this competition. However the PLP thinks it is poised to win the next election and form a new government before April 1994.

Because they operate under the parliamentary system, elections are not legally mandated by date. The party in power will call an election when they believe they have the best chance

of winning. There are time parameters beyond which an election is required.

There is strong emphasis on the British system of Peerage, by some of the black Bermudians. Titles Officer of the British Empire (OBE); Member of the British Empire (MBE); Sir/Lady are treasured by many of the established UBP type black leaders.

However, much like St. Martin/St. Maartin in the Caribbean, Bermuda is an island which can provide much opportunity for enterprising Americans. As a protectorate of Great Britain, it provides access to European markets.

With Hong Kong businesses considering Bermuda as their new home when Britain withdraws in favor of the People's Republic of China in 1997, it provides access to Asian markets. Because of its close ties with the USA, it is receptive to North American ideas and values



Banquet speaker stresses the need for cultural flexibility

A new world order is rapidly evolving and Bermuda, like other countries, must be culturally flexible to be included.

That was the message stressed this weekend by Mr. Thomas Watson Jr. — a former trade advisor for the Bush administration and several other US presidents.

Speaking to some 300 people at Berkeley Institute's black-tie, fund raising banquet at the Princess Hotel on Saturday night, Mr. Watson said due to changes brought on by technology, power is no longer concentrated in one place.

"North Americans must consult Europeans who must consult Asians, who must consult South Africans, who must consult South Americans," he said.

"We must all consult and negotiate to decide what happens. Then we must ally ourselves to cause that decision to become a reality."

But, the advocate for small and medium enterprise (SME) international development said the success of such a process required the ability to transcend biases about other cultures.

And this ability, he said, comes through cultural flexibility.

Mr. Watson described the term as "the mental habit of looking at somebody very different and not automatically assuming that they are less than you...But accepting them as a respected member of the human family and looking to find a reason to respect them and at the same time giving them a reason to respect you."

He said cultural sensitivity, which has become a topic of interest in the US, cannot be developed effectively without a base of cultural flexibility.

So committed to this belief was that he Mr. Watson left his 20-year-old post as managing partner and chief executive of accounting and consulting firm, Watson Rice and Co. two years ago to spread his message worldwide.

And the member of the US Delegation to the General Agreement on Tariffs and Trade (GATT) said he has already seen results in places like Berlin and South Africa.

"I'm not speaking from theory," he said. "I'm speaking from personal experience."

Mr. Watson said as one member of the 60-member US delegation to GATT he was able to meet with an organisation which represented 260 groups of small and medium businesses in the European Community.

And, he said, while the rest of the delegation was struggling to find an answer for the Press as to why negotiations broke down, he was able to learn that millions did not support agriculture export subsidies.

Blacks have been using cultural flexibility for a long time in order to survive in schools, neighbourhoods and jobs, Mr. Watson said.

But he added: "There is a responsibility to use cultural flexibility to link people of the world so we choose the road of progress, rather than the road of regress."

"For while there is little opportunity for alliances that could cause World War III, there are opportunities for little skirmishes around the world that will create

greater problems than a third world war."

Asked to give his impression of Bermuda in terms of cultural flexibility, Mr. Watson, who noted that he had only been on the Island three days, said: "This is a wonderful place to be. You folks have leaders in both political parties who are in positions to influence what happens in this Country."



Mr. Tom Watson

Thomas S. Watson, Jr.
Watson Rice & Co., CPA
1101 Vermont Av NW Wash DC 20005
Tel: (202) 371-9005 Fax: 371-1699

Cultural sensitivity vital

Trade adviser motivates listeners to think globally

By Angela Martin

Staff Writer

HAWKINS — Cultural sensitivity is the key to success for businesses, individuals and students developing careers who want to profit from globalization.

Thomas S. Watson Jr., an international trade adviser, writer and storyteller brought his motivational message to students and faculty at Jarvis Christian College on Tuesday.

"The general theme of my remarks involve globalization and learning the skill of cultural flexibility," Watson said in a telephone interview with the Longview News-Journal.

Watson encouraged students at Jarvis who are preparing for careers to look past the superficial differences between cultures, to find connections and things in common with other cultures in order to build trust, friendship and cooperation.

Chairman of Watson, Rice and Co., a CPA consulting firm with offices in Washington, D.C., New York City, Cleveland, Ohio and Miami, Fla., Watson retired about a year ago.

"I retired specifically to do story telling and public speaking that is motivational, or inspirational with a global theme," he said. "I encourage people to think bigger than themselves, their community and their nation, to look at what is happening around the world."

In most nations, the leadership has been left to a select few, Watson said, but as people become more literate and educated and technological advances change the world, people must empower themselves and small groups must take responsibility for what happens to them.

"There is no longer an environment where a few can take care of the needs of many," Watson said.

Cultural flexibility is a skill that must be learned Watson believes. He wants his message to serve as a link across the Atlantic Ocean by teaching people empowerment and how to bridge the prejudicial and cultural differences between nations.

"You must learn to move past prejudices and preconceived notions about other

cultures," Watson said. "As we find common interests, we find things to change, allowing more opportunity and a better standard of living for more people."

The opposite of cultural flexibility is what Watson calls cultural arrogance. Those suffering from this believe in superiority of one culture and are not open to the possibilities of finding great things in other cultures, like values, moralities and customs.

Anyone seeking to profit from the burgeoning global economy must learn cultural flexibility and sensitivity, Watson said. This opens the professionals' minds to possibilities of communication and cooperation while encouraging empathy for a specific culture and its people.

It is also the only way that the peoples of the world will find mutual respect and peace, he said.

Watson has found two methods of learning flexibility that work.

"One is to live in an environment where
See Cultural, 2-F



Thomas S. Watson Jr. discusses the importance of cultural flexibility during a workshop on the North American Free Trade Agreement and International Business Trade presented to the National Association of Black Accountants, a student organization at Jarvis Christian College.

Trade Adviser To Speak At Jarvis College

HAWKINS — Thomas S. Watson Jr., an international trade adviser, writer, storyteller and speaker, will conduct workshops Tuesday at Jarvis Christian College in Hawkins.

Watson travels around the world bringing his messages of cultural sensitivity and flexibility. He will conduct two workshops on the North American Free Trade Agreement, international business trade and accounting from 9:30 a.m. to 10:30 a.m. and from 1:30 p.m. to 3:30 p.m. in the James Nelson Ervin Fellowship Hall.

He has served as an adviser to the federal government on business and international trade issues for the past three presidential administrations and is chairman of Watson Rice and Co., a CPA consulting firm which has offices in Washington, D.C., New York City, Cleveland and Miami.

For more information about the workshops, please call Dr. Lorene Holmes, chair of the Division of Business Administration, at (903) 769-2174.

Cultural sensitivity vital, trade adviser stresses

From 1-F

our own culture is not dominant," he said. "That experience develops a level of flexibility allowing sensitivity to other values, languages and beliefs."

"Another process is to learn of other cultures or to experience them through story tellers — oral historians," Watson said.

As an oral historian, Watson has traveled extensively through the

United States, to England, Germany, the Caribbean, Mexico and South Africa. He has served as an adviser to the the U.S. government on business and international trade issues for the past three presidential administrations.

"Story telling is the hub of the wheel of the entire message; one of observing, learning and communicating more effectively. Oral history is a rich way of pulling people together," he said.

THOMAS S. WATSON, JR.
BOARD ACTIVITY AND INTERESTS

INTERESTS AND SPECIAL SKILLS:

1. *International trade*...GATT, NAFTA and other multi-lateral treaties, government policy, regulation and overseas accountability.
2. *Government contract*...accounting, administration and negotiating for companies providing goods and services to federal, state and local governments.
3. *Strategic business planning* for closely held companies and/or divisions of larger corporations.

BOARD RELATED EXPERIENCE:

- o Vice Chairman, Board of Visitors, Howard University School of Divinity, (1992 to present).
- o Management Advisory Committee, District of Columbia, appointed by Mayor Sharon Pratt Kelly, (1991 to present).
- o Director, International Consortium for Governmental Financial Management, London, England (1989 to present).
- o American Chairman, TransAtlantic Trade Assn, Brussels, Belgium (1988 to present).
- o Member, United States Delegation to the North American Free Trade Agreement (NAFTA) negotiations, (1988 to 1993).
- o Member, United States Delegation to the General Agreement on Tariffs and Trade (GATT) Uruguay Round negotiations, (1986 to present).
- o Commissioner, International Trade, 1986 White House Conference on Small Business, appointed by President Reagan, (1985 and 1986).
- o Chairman, Industry Sector Advisory Committee (ISAC) Commerce and US Trade Representative, appointed by Commerce Secretary and US Trade Representative, (1986 to 1992).
- o Board of Directors, International Consortium for Government Financial Managers, London, England, (1988 to present).
- o Chairman, International Trade, Republican National Committee/Small Business Advisory Council, appointed by RNC Chairman Farenkopf, (1984 to 1988).
- o Governing Council of American Institute of CPAs, elected by members, (1983 to 1986).
- o Visiting Committee, Weatherhead School of Management, Case Western Reserve University, (1985 to present).
- o Board of Directors, Leadership Washington, (1986 to 1988).
- o District of Columbia Board of Accountancy, appointed by Mayor Marion Barry Jr, (1985 to 1987).
- o Chairman, Ohio Accountancy Board, appointed by Governor James A. Rhodes, (1977 through 1981).
- o President, National Association of Minority CPA Firms, (1978 to 1980).
- o Board of Directors, Council of Smaller Enterprises, (1977 to 1983).
- o Board of Trustees, Washington Ballet, (1983 to 1985).

COMMUNITY/SERVICE ORGANIZATIONS:

- o Invocator, treasurer, Downtown Kiwanis, Washington, DC
- o Leadership Alumni Association, Cleveland and Washington
- o Performing member/storyteller, Voices in the Glen
- o Performing member/storyteller, National Association of Black Storytellers
- o Organizer (storytelling concerts), International Platform Association
- o Committees on unemployment, international trade, human development, transportation, Greater Washington (DC) Board of Trade
- o Chairman, various Committees, American Institute of CPAs
- o Life member, Alpha Phi Alpha Fraternity
- o Life member, National Assn for the Advancement of Colored People

AWARDS:

1992 Citation by Texas Governor Ann Richards
1992/3 Who's Who of Intellectuals
1992/3 International Leaders in Achievement (Who's Who in International)
1992 Who's Who in International Business
1992 Who's Who in Finance and Accounting
1990 Small Business Champion, Congressman Andy Ireland
1990 Award of Excellence, Metrolina World Trade Association
1990 Distinguished Alumnus, Cleveland State University
1990 Who's Who in Finance and Industry
1990 Who's Who in Black America
1990 Kentucky Colonel
1986 White House Conference on Small Business, "Outstanding Leader"

Tom Watson has received more than 100 awards from professional, business and community organizations.

What they say about Tom Watson:

Larzette G.. Hale, National President, Beta Alpha Psi; Sarasota, FL *"..So many people have told me that [his] presentation was the highlight of the National Meeting.."*

Rick Elam, Vice President, American Institute of CPAs *"..one of the best [speeches] I have ever heard.."*

Ambassador W. T. Van Tonder, Kingdom of Lesotho *"...you made the success of symposium on Lesotho.."*

Charles Robinson, Principal, Holy Comforter - St.. Cyprian School; Washington, DC *"..Following [his] presentation, I discovered that many of the children were quite attuned to [his] message.. I too was inspired and impressed..."*

Cheryl Oates, President, Black MBA Student Assn, Case Western Reserve University, Cleveland, OH *"..discussion was both informative and entertaining. [His] second career as a storyteller should be successful.."*

Luvie Owens, Executive Director of the International Platform Association; Winnetka, IL *"...your storytelling demonstration... was well received...I..was delighted to finally..see storytellers perform.."*

James Callan, Vice President, Burson-Marsteller; Washington, DC *"..successful editorial board briefings and news conferences in Columbus. [His] participation was very valuable in ensuring the pro-Free Trade Agreement messages were heard.."*

Adele Johnson-Crawley, Executive Director, Virginia Regional MSDC; Richmond, VA *"I especially enjoyed [his] stories. They added a feature...that made it unique..and provided a refreshing conclusion to the session."*

Dr. Sayyid Muhammad Syeed; The Association of Muslim Social Scientists; Herndon, VA *"...I was overwhelmed by [his] sincerity and clarity of vision..."*

U.S. Treasury Secretary Nicholas F. Brady *"...candid insights were a very positive addition...both the President and I benefitted from [his] contribution..."*

James Callan; Washington, DC *"..my wife and I thoroughly enjoyed the tape...the stories you told were fantastic."*

John H. Baker, Director Executive MBA, Cleveland State University; Cleveland, OH *"..the class appreciated the importance and relevance of your presentation....We need persons with your perspective."*

Leon Swartout, Executive Director Rotary Club of Cleveland; Cleveland, OH *"...much appreciated by the Rotarians...sign of their interest. Your remarks were most interesting and informative...fine part of your presentation was the use of stories..."*

David Moore, Editor, International Business Magazine *"...great speech for NASBITE..."*

What they say about Tom Watson:

David Z. Prince, Chair Blacks in Government (BIG), "....[his] style sense of humor and clearness of presentation...make the luncheon a great success, and provided much needed insight concerning the daily rigors of life. [His] storytelling method also invites BIG members to reexamine out dated attitudes and misconceptions about life....."

Linda R. Moore, Senior Associate, Institute for Educational Leadership, "....a most unique contribution to Leadership Development Institute...[His] stories...set the stage for learning..."

Dr. Lorene B. Holmes, Chair, Division of Business Administration, Jarvis Christian College, ".....all our lives have been enriched....[he] certainly made a difference in the lives of our students..."

Ellen I. Burton, National Association of Extension Home Economists; Eureka, IL "...*excellent presentation...inspiring...ended our conference on a very positive note...*"

Robert L. Garrity, Executive Director/Rosemarie Campana, NJ Society of CPAs; Roseland, NJ "...[his] knowledge, humor and delivery made [his] presentation an absolute standout..."*The evaluations indicate that everyone...was delighted [with his presentation]...*"

Merryl A. Bauer, NJ Society of CPAs; Roseland, NJ "...*very informative and to the point...excellent job.*"

Shakira Ali, New Jersey Transit Authority; Newark, NJ "...*up-lifted by the knowledge...*"

Scott Ziance, Chairman BGSU College Republicans; Toledo, OH "...[he] was informative and inspirational..."

Richard Lion, President of Lion/Fox Recording, Washington, DC "...*I really enjoy [his] work...*"

Cheryl Felder Scott, Student Life/Case Western Reserve University; Cleveland, OH "...was inspired by [his] remarks..."

Patricia E. Davis, Student Life/Case Western Reserve University, Cleveland, OH "...*entranced by [his] timely message on Cultural Flexibility....[he] is indeed an excellent storyteller...incredible knowledge of international business...issues...come alive...*"

Max Rexroad, Professor, Illinois State University"...*great, clear-headed, sensible and helpful thoughts. [He is] impressive...*"

Dee Lehane, Andersen Consulting; Johannesburg, South Africa "...*gave those present food for thought, proven by the lively discussion elicited and by the many positive comments I received subsequently...*"

David E. Moore, Editor, International Business Magazine; Rye, NY "...*great speech...before NASBITE...*"

Jane Winston, Executive Director, Minnesota Minority Purchasing Council"...*message was a powerful prelude to our event. It set the stage perfectly...*"

Dana Milburn, Program Coordinator, The Washington Center; Washington, DC "...*presentation provided helpful insights for the students as they explore the forces contributing to the changing world economy...*"

Tom Watson - Speaker, Writer, Storyteller

To Engage Public Speaker Thomas S. Watson, Jr contact:

Watson Rice and Company 1101 Vermont Ave NW, Ste 303
Washington, DC 20005 Tel: 202-371-9005; Fax: 202-371-1699



Cultural Flexibility

The Problem: Growing racism and nationalism - Creates
"Keep others out" attitude and projects fear

The Cause: Pain of economic and political change - recession/job loss and no
clear political enemy since demise of Soviet Union

The Solution: **Cultural Flexibility** - developing the skill of Cultural Flexibility and
using it to open new opportunities which will improve people's
lives.

Tom Watson is a storyteller, motivational speaker, international trade policy advisor, business executive, world traveler, son/father/husband/friend, black man born, raised and educated in the USA. A German political and business leader recognized that he has a special skill which will change the approach to solving world problems. This skill is Cultural Flexibility.

...Americans have a leadership role and responsibility in shaping the new world order. The world will be a global marketplace or a global war zone, based on our response to the challenge..."; says Thomas S. Watson, Jr. Mr. Watson is:

- Chairman of Watson Rice and Company - international CPA and consulting firm
- Trade advisor to the U. S. Government and official private sector member of the USA's delegations to the GATT and NAFTA negotiations.

He has recently delivered speeches and given media interviews in Frankfurt, Germany; London, England; Durban & Johannesburg, South Africa; Mexico City, Monterrey & Guadalajara, Mexico and major US. cities.

What they say about Tom Watson:

Larzette G.. Hale, National President, Beta Alpha Psi *"..So many people have told me that [his] presentation was the highlight of the National Meeting.."*

Dee Lehane, Andersen Consulting; Johannesburg, South Africa *"..gave those present food for thought, proven by the lively discussion elicited and by the many positive comments I received subsequently..."*

Dr. Sayyid Muhammad Syeed; The Association of Muslim Social Scientists *"...I was overwhelmed by [his] sincerity and clarity of vision..."*

Treasury Secretary Nicholas F. Brady *"...candid insights were a very positive addition...both the President and I benefitted from [his] contribution..."*

Learn About International Trade Policy

Course 1:

The *Uruguay Round of the General Agreement on Tariffs and Trade (GATT)* is currently being negotiated by its 108 member nations. Thomas S. Watson, Jr. (Watson Rice and Company CPAs) is participating in these discussions as an official member of the United States Delegation. GATT is the foundation for international trade rules. It is imperative that United States business and political leaders understand the issues; the benefits and the action needed to protect each business as it enters the global market. Mr. Watson presents an up close summary of the negotiations and the GATT structure.

The interview and accompanying brochure provide:

1. A summary of the history of the GATT,
2. The current United States negotiating position,
3. An explanation of why the talks were suspended and



Course 2:

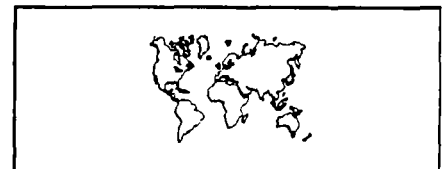
An Overview of Global Market Opportunities:

In a second interview, Mr. Watson presents an overview of global economic developments, US trade positioning and their effects on the careers, employers and businesses of professionals and executives in Greater Washington Area.

This interview discusses the North American Free Trade Agreement (NAFTA), an update on the General Agreement on Tariffs and Trade (GATT), the new European Economic Area (EEA), the demise of the Union of Soviet Socialist Republics (USSR), new political and social systems in the Republic of South Africa, changing political and economic climates in Eastern Europe, trading with Japan...etc; vis a vis USA trading policies and actions. It also relates these developments to strategies for coping with the current recession.

Both courses are designed for executives and professionals who are managing or serving local or national businesses and institutions. These programs qualify for *CPA and attorney continuing education credit*. Supporting materials include:

1. Reference reading
2. A discussion leaders' guide
3. Questions for group presentations
4. Short multiple choice quiz on the material



Recommended CPE credit:

One hour each video (group or self study). Complete Training Package: Two 30 minute videotapes, Two discussion Leader's Guides, Reference readings, questions for group presentations, quiz for self study participants \$99.95. (single course...\$59.95)

....Thomas S. Watson, Jr., a senior private sector advisor for the U.S. government, is Chairman of Watson Rice & Co. He represents the American Institute of CPAs on the International Board of the Consortium of Governmental Financial Management.

To Order, Please call : Jeffrey Hahn at the Center for Video Education 800-621-0043 or 914-428-9620. Or you may also fax this form with your name, company address and phone number to 914-428-0180.

*cc Steve
cc [unclear] AA/10*

CITY OF PHILADELPHIA
CITY COUNCIL
OFFICE OF THE PRESIDENT

JOHN F. STREET
PRESIDENT
ROOM 494, CITY HALL
PHILADELPHIA, PENNSYLVANIA 19107
MU 6-3442-43
COUNCILMAN 5TH DISTRICT

June 8, 1993

JUN 20 1993

Honorable William Clinton
President of the United States
1600 Pennsylvania Avenue
Washington, D.C. 20500-0001

Dear President Clinton:

I am the President of the City Council of the City of Philadelphia, Pennsylvania, and a member of that city's African American community. I am writing in support of Judge Theodore A. McKee, whom Senator Harris Wofford has recommended to you for appointment to fill one of the two vacancies currently existing on the United States court of Appeals for the Third Circuit.

Judge McKee is an African American judge who has distinguished himself as an outstanding member of our trial bench. His excellent reputation within the legal community is evidenced by the fact that the Chancellor of the Philadelphia Bar Association, and the Chairperson of the Judicial Council of the National Bar Association was among the many persons who recommended him to Senator Wofford, and who are supporting his nomination.

Judge McKee graduated magna cum laude from Syracuse University College of Law where he was awarded Order of the Coif. He has been a federal prosecutor, a Deputy City Solicitor, and has also worked as an associate in one of Philadelphia's most prominent and respected law firms. He has been active in the African American community, and that community is justifiably very interested in his candidacy.

Since one of the two vacancies on the Court was created by the retirement of Judge Leon Higgenbotham (a highly respected African American jurist), it is even more appropriate that Judge McKee be nominated. His nomination will not only continue the standard of excellence of Judge Higgenbotham and the Third Circuit, it will also be an important step in maintaining the diversity of our appellate courts that has been so badly neglected during the prior two administrations.

President William Clinton

Page Two

I believe that you are sincere in your desire to ameliorate the effects of the past years of exclusion in federal judicial appointments, especially to the Circuit Courts, and I urge you to appoint Judge McKee to the Third Circuit.

Sincerely yours,

John F. Street
PRESIDENT

JFS/t

cc: Bruce Lindsey, Director White House Personnel
Bernard Nussbaum, Esquire, Counsel to the President
✓ Alexis Herman, Assistant to the President
Congressman Lucien Blackwell
Senator Harris Wofford

AA

CONGRESSMAN CLEO FIELDS

513 CANNON HOB

WASHINGTON, D.C. 20515

(202) 225-8490
FAX (202) 225-8959

TO: Alexis Herman

FROM: Cleo Fields

FAX NUMBER: 456-2983

NUMBER OF PAGES: 3 including cover

COMMENTS:

IF THERE IS A PROBLEM WITH THIS
FAX PLEASE CALL (202) 225-8490.

CLEO FIELDS
6TH DISTRICT, LOUISIANA

Congress of the United States
House of Representatives
Washington, DC 20515-1804

February 3, 1993

Mr. Bruce Lindsey
Director of Presidential Personnel
The White House
Washington, D.C. 20500

Dear Mr. Lindsey:

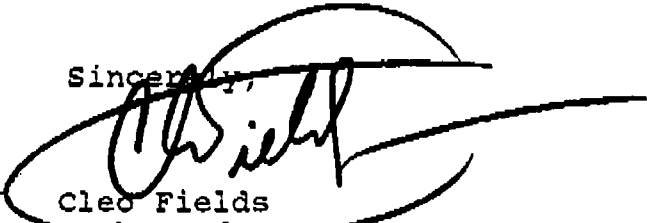
Recently I learned there is a vacancy on the President's Council on Physical Fitness. After meeting with former Washington Redskins quarterback Doug Williams, I am pleased to recommend him for the position of Chairman of the Council. Doug already does a great deal of work on behalf of the nations' youth. It is my firm belief that he would serve President Clinton extremely well in this role.

Doug is best known, of course, for what he has done in the area of athletics. During his tenure with the Washington Redskins, he became the first African American quarterback to play in a superbowl. I am confident, if Mr. Williams is appointed, he will exhibit the same drive he has applied to the sport of football.

During the years that I have known him he has displayed a keen sense of responsibility to Louisiana's youth. In addition to serving as Athletic Director to Pointe Coupee Central High School, Doug has found time serve as Drug Ambassador for the Governor's "Partnership for a Drug-Free Louisiana" program. In embracing the role of Drug Czar, Doug has carried a strong anti-drug message to hundreds of students through-out the state. He also founded the Doug Williams Foundation which provided scholarships, counseling and after school tutoring for underprivileged children in the Washington, D.C. area.

In short, Doug Williams is an excellent role model, exactly the kind of person we need to deliver the important messages of the Fitness & Sports Council. As determined as Doug is to continue serving his nation, I am equally eager to support his bid for the position of Chairman on the council. Thank you for your consideration.

Sincerely,



Cleo Fields
Member of Congress

CLEO FIELDS

4TH DISTRICT, LOUISIANA

**COMMITTEE ON BANKING, FINANCE
AND URBAN AFFAIRS****SUBCOMMITTEES:**CONSUMER CREDIT AND INSURANCE
HOUSING AND COMMUNITY
DEVELOPMENTINTERNATIONAL DEVELOPMENT, FINANCE,
TRADE AND MONETARY POLICY**COMMITTEE ON SMALL BUSINESS****SUBCOMMITTEES:**MINORITY ENTERPRISE, FINANCE
AND URBAN DEVELOPMENTSBA LEGISLATION AND THE
GENERAL ECONOMY**Congress of the United States
House of Representatives
Washington, DC 20515-1804**513 CANNON HOUSE
OFFICE BUILDING
WASHINGTON, DC 20515-1804
TELEPHONE (202) 225-8490DISTRICT OFFICES:
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BATON ROUGE, LA 70802
(504) 343-9773301 N. MAIN STREET
SECOND FLOOR
OPELOUSAS, LA 70570
(318) 942-8691610 TEXAS STREET
SUITE 201
SHREVEPORT, LA 71101
(318) 221-8924PLEASE RESPOND TO OFFICE
CHECKED

March 10, 1993

The President
The White House
Washington D.C. 20500

Dear Mr. President:

On behalf of the Louisiana Congressional Delegation we would like to take this opportunity to extend our support for the nomination of Doug Williams as Chairman of the President's Council on Physical Fitness. Doug already does a great deal of work on behalf of the nation's youth. It is our firm belief that he would serve you well in this role.

Doug is best known, of course, for what he has done in the area of athletics. During his tenure with the Washington Redskins, he became the first African American quarterback to play in a superbowl. We are confident that if Mr. Williams is appointed he will exhibit the same drive he applied to the sport of football.

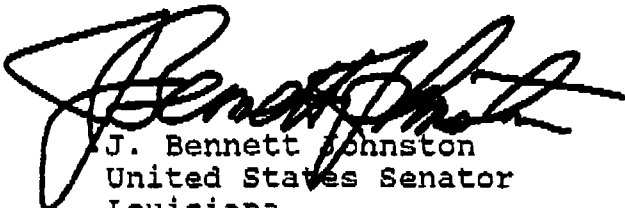
As a native of Louisiana, Doug has displayed a keen sense of responsibility to Louisiana's youth. In addition to serving as Athletic Director to Pointe Coupee Central High School, Doug has found time to serve as Ambassador for the Governor's "Partnership for a Drug-Free Louisiana" program. In embracing the role of "Drug Czar" of Louisiana, Doug carried a strong anti-drug message to thousands of students throughout the state. He is also the Founder of the Doug Williams Foundation which provided scholarships, counseling and after school tutoring for underprivileged children in the Washington, D.C. area.

In short, Doug Williams is an excellent role model, exactly the kind of person we need to deliver the important messages of the Fitness & Sports Council. As determined as Doug is to continue serving his nation, we are equally eager to support his bid for the position of Chairman on the council. Thank you for your consideration.

With best regards, we remain

Sincerely,

Page 2 Doug Williams recommendation letter



J. Bennett Johnston
United States Senator
Louisiana

John Breaux
United States Senator
Louisiana

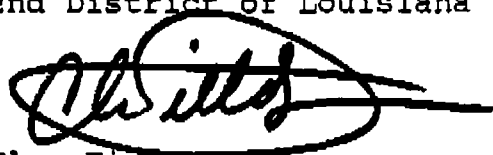
Bob Livingston
Member of Congress
1st District of Louisiana



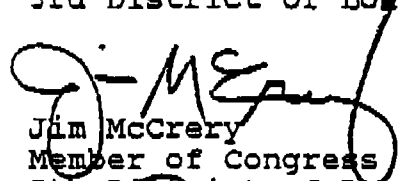
William Jefferson
Member of Congress
2nd District of Louisiana



Billy Tauzin
Member of Congress
3rd District of Louisiana



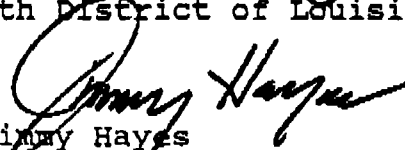
Cleo Fields
Member of Congress
4th District of Louisiana



Jim McCrery
Member of Congress
5th District of Louisiana



Richard Baker
Member of Congress
6th District of Louisiana



Jimmy Hayes
Member of Congress
7th District of Louisiana