staff news
INTERNATIONAL MONETARY FUND
December 1990—
January 1991

Dancing the Night Away . . .

If you thought that the Christmas party was more crowded this year than usual, your intuition was correct. Some 2,200 partygoers came out of the cold on the evening of December 8 into a dramatically lit atrium dominated by a glorious 16-foot Christmas tree. This was the largest crowd that has ever attended the annual festival, although relativists who felt hemmed in will take comfort in the fact that correspondingly more ticket takers did not show this year than ever before: fully one third of those who applied for tickets were no-shows. That was their mistake.

Those who did show were treated to an evening of twinkling lights, an imaginative international buffet, easily available drinks (wine being passed by attentive waiters), dancing to the music of two bands and one disco, plenty of laughter and good fellowship. It was obvious to all who attended that massive preparation was required for the party to come off so smoothly. The Administration Department had in fact begun preparations on a sweltering July day when most of the rest of us were merely trying to avoid the humidity. In August Mary Beth Hakeem was in Maine, taking time from a visit with her parents to look over the selection of Christmas trees at the tree farm that had supplied the greenery for Mr. Bush's inauguration. During the autumn she received photos of four seemingly appropriate trees, chose the best, and waited for its delivery. Through some mistake, the tree turned out to be only 11 feet tall. (It is a beauty, however, and can be seen in the library.) A frantic last minute search on a private farm in Maryland turned up in the nick of time the 16-

foot 2-inch specimen (the tallest ever) that now graces the grand stairway.

Unfortunately, Design Cuisine, the caterer that the Fund used so satisfactorily last year had been taken over by another firm, called Truffles. Truffles experienced a few breaking-in difficulties, most visible in longer lines, but the general feeling was that the buffet itself was excellent. The raw bar, provided by the same company for as long as anybody can remember, was once again up to its usual high standards. Burley Johnson, whose crew takes care of drinks and who is a supply-sider par excellence, noted with satisfaction that the partygoers had done "a great job of consuming" whatever his crew had supplied.

As last year, the Richard Bray Orchestra held forth in the atrium, the Latin beat of the Alfred Mojica Band rocked the Fund's Meeting Hall, and, appearing for the last time, Dr. Greaves, the world's most amiable dentist, ran the Sound Service Disco in the cafeteria. As usual, the disco had the last beat: it was 2:30 a.m. before Kathy DeBoe could convince the reluctant discoers to bring the party to a close.

As Dr. Greaves was reining in the last decibels, a man named Robert Egger was parking his van at the loading dock to receive, on behalf of D.C. Central Kitchens, a service for the homeless, whatever food was left over from the party. I hope the homeless have a greater tolerance for Cajun White Fish than I do. That stuff was really hot!

David Driscoll

Watch Out for the Plateau!

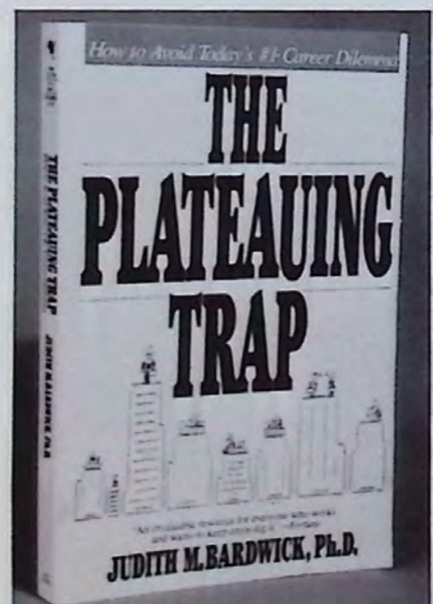
In a rut? Stuck? Stalled? Dr. Judith Bardwick had words of advice on career and life plateauing and how to avoid it

On Friday, November 9, Dr. Judith Bardwick, a prominent psychologist and management consultant, presented three seminars at the Fund on "plateauing," the widespread phenomenon of individual employees reaching plateaus, or, put another way, finding themselves in situations where they are not getting promoted or are not finding their current jobs challenging, or both.

Judith Bardwick has specialized in this human resource issue since 1978 and has advised numerous U.S. and Canadian organizations, in both the private and public sectors, on how to deal with it. She is also the author of the popular book *The Plateauing Trap: How to Avoid It in Your Career and Your Life*.

The three seminars had been arranged by the Staff Development Division. The first, for personnel officers and other interested ADM staff, focused primarily on the human resource policies, procedures, and approaches organizations can use to cope with plateaued employees. The second, for all staff, was entitled "Staying Motivated in Your Career." The third, for managers, was "The Manager's Role in Career Motivation."

The lunchtime seminar for staff began with a description of three types of plateauing: structural plateauing, which may occur when a person fails to get promoted after a reasonable interval; content plateauing, which may occur when a person's job lacks challenge; and plateauing in life, which may occur when a person's life becomes excessively dull or routine. Judith Bardwick indicated the three types of plateauing could occur separately or in combination, adding that plateauing on the job frequently contributed to a sense of plateauing in life.



Bardwick rapidly presented an array of statistics to explain why plateauing had become a serious problem in many organizations over the last 15 years or so. Basing her presentation on the U.S. economy, she noted that between 1946 and 1964, 76 million people—the "baby boomers" who have become today's adults aged 26 to 44—had been born. While rapid economic growth and U.S. predominance in the world economy during 1946-73 enabled organizations to grow quite rapidly—creating employee expectations of rapid promotion—the marked slowdown in U.S. economic growth rates and the significant decline in the market shares of U.S. firms since then encouraged large organizations to grow more slowly or even shrink.

She observed that since the baby-boom generation was swelling the ranks of the labor force, particularly the pool of candidates available to fill management vacancies, the inevitable result was widespread plateauing, as many well-educated and highly qualified employees found their expectations of promotion clearly not being realized, as many traditional promotion paths were blocked by relatively young incumbents.

Thus, while the Peter Principle (named after the Canadian educator and author who formulated it, Dr. Laurence J. Peter), which held that organizational managers tended to be promoted to a level beyond their competence, may have been valid during the postwar boom, it was no longer valid and, in fact, had been turned on its head. Bardwick observed that in the United States from 1980 to 1990, the number of positions in the professions and management increased by 21 percent, while the number of candidates for them increased by 42 percent. From 1986 to 1990, the number of middle-management positions increased by 1.7 million while the number of candidates for those positions increased by 10.4 million.

She also noted that the increasing popularity of early-retirement programs had created "a brief window of promotion opportunity followed by years of few promotions or blocking" in many organizations. Bardwick acknowledged the importance of office politics and personal preferences in determining promotions, but abstracted from this factor to explain the impact of demographic and other changes since World War II on organizations' needs to promote people.

She also explained the Rule of 99, which states that less than 1 percent of managers in a conventional hierarchical organization will make it to the top level of management. She also cautioned the audience that "success does not prevent you from plateauing. On the contrary, the rising expectations it creates can foster a plateauing situation." After serving this heaping helping of bad news, Bardwick went on to suggest what individual employees and their managers might do to cope with the plateauing phenomenon. Individuals needed to assume greater responsibility for their own careers and recognize that "organizations aren't designed to take care of individuals."

Plateaued employees need to enlarge their definitions of success, assess personal values, set achievable career and life goals that challenge them, and formulate plans that enable them to achieve these goals and, in the process, get out of their ruts. She pointed out the error of persisting in wanting what one cannot get and also urged plateaued employees to be careful not to avoid the issue of plateauing by immersing themselves in busywork.

To deal with the new organizational realities, Bardwick urged managers to give their employees realistic assessments of their prospects, even at the risk of some discomfort in interviews, so as to create a better match between their expectations and those of management. She cautioned managers against creating or validating the false impression among employees that organizations could meet the latter's current, unrealistic expectations. She noted that since structural plateauing was the hardest to address in the current climate, managers would be best advised to address themselves to content plateauing.

Bardwick asserted the commonsense proposition that people generally wish to be responded to as if (1) they are significant, and (2) their work is significant. In keeping with this, she said, managers should consider altering organizations' reward structures to place less emphasis on being promoted: allowing employees to take on new assignments, participate more extensively in organizational committee work, and exercise more initiative and take greater risks in the workplace—in other words, attempt to carry out job enrichment. Rewards, she noted, needed to be tailored to individual preferences if they were to produce the best results. The main thrust of her various suggestions was that managers needed to disassociate plateauing from failure and to provide opportunities to achieve success in ways besides earning promotions. She also suggested that flattening organizational hierarchies—reducing the number of layers of management—could reduce the incidence of plateauing.

The third seminar, attended by about 30 Fund managers, focused on what managers could do to help staff members cope with plateauing and related issues. All graduates of the Fund's Management Development Program had previously received a copy of a *Management Review* article (January 1987 issue) that had excerpted Chapter 9 from Bardwick's book, *The Plateauing Trap*, from the Staff Development Division, which also invited each of them to the seminar in the quarterly newsletter it sends all Fund managers.

Among other things, managers were urged to examine the job content of the positions for which they were responsible "in order to eliminate unnecessary assignments and focus on what's significant." Bardwick also suggested that "plateaued people must not be allowed to coast, doing insignificant work," adding that poor performances should be punished and good performances rewarded, though not necessarily rewarded with promotions or money. She cautioned that "dealing with emotional issues like plateauing demands prepared managers."

Dr. Judith Bardwick, author of The Plateauing Trap.

Staff reaction to the seminars was generally favorable. Barbara Perry of the Joint Library, who attended two sessions, said "I was really impressed with her. She clearly had good life experience that lent authority to her presentation. I found it forthright and enlightening. . . . Her descriptions of the effects of demographic changes in the United States since World War II on careers and the three kinds of plateauing were very well done."

Ximena Cheetham of the Research Department, who attended two sessions on behalf of the SAC, was also impressed and expressed interest in having Dr. Bardwick return to the Fund. Anthony Lanyi of the IMF Institute attended the session for managers and "found the presentation quite useful. It was done in a very lively, interesting way. Her remarks were very much to the point." He also stated: "I found it very relevant to the Fund. We're not well trained as managers in the Fund, and we need to sharpen up our skills. Supervisors are so busy getting work done that they don't always devote as much time as they should to staff development."

Dinah Nieburg , Chief of the Training Section in the Staff Development Division, noted that Dr. Bardwick had been invited to the Fund because "she's someone who we've been aware of for a while now, because of her book, *The Plateauing Trap*. And it's also been an area of interest we've all had in Staff Development, because we've been talking to people about their careers . . . . what we hear is: 'I'm frustrated.' 'I've been in the same job for so many years.' 'I need some variety.' 'I need some challenge.'"

She said the personnel officers had found Dr. Bardwick's presentation useful, since it helped them, as human resource specialists, "get a real handle and perspective on the issue [of plateauing]." Attempting to cope with the plateauing of their employees, Nieburg remarked, "is the toughest kind of management area, even for managers who are well versed—the people issues, the developmental issues." She observed that the members of the Staff Development Division "are really trying to grapple with how much we can do now [about plateauing problems]... and what we can really change."

Nieburg explained that the Bardwick lunchtime seminar was part of the Training Section's Human Resources Seminar Series, which is publicized through the *Training and Development Update*, on various Fund bulletin boards, and by other means. In addition, the Section offers Career Development Workshops to interested staff. This series of lunch-hour sessions, generally led by staff members of the Section, are held once a week for eight weeks.

Jean-Pierre Golle, Chief of the Staff Development Division, noted that these offerings of the Training Section were only part of the Administration Department's efforts to foster improved career development in the Fund. (For further information, see "Matching Skills and Opportunities," *Staff News*, March 1990, pp.4-6+). He also emphasized that the Staff Development Division could arrange various additional kinds of career development assistance at the request of individual Fund managers, adding that the initiative of individual managers would be essential to any efforts to deal with the problem of plateauing in the Fund. ***Paul Gleason***

A copy of the Bardwick book, as well as an audio tape of Bardwick's lunchtime seminar is available to staff members in Staff Development Division's Career Development and Learning Center (Room 6-312). The Center has a collection of videos and other materials on career development, job enrichment, and related topics that can be used at the Center or checked out for a limited time.

Managing Director Praises Staff Before National Press Club

On January 10, 1991, the Managing Director addressed the National Press Club on the major challenges facing the world economy. During a question and answer session that followed he was queried about the salaries and benefits IMF staff receive.

Q. Can the IMF afford to maintain the wonderful salaries and benefits of its employees under the critical economic circumstances that most countries face?

A. Michel Camdessus: They shouldn't be maintained; they should be increased and improved. And why? Because one of the few things which is said in our charter about the responsibilities of the Managing Director of the IMF is to make sure that for each position in the Fund, we get the best in the world—a high ambition, indeed.

But I am extremely grateful to my six predecessors who, in spite of too low wages and salaries [given staff], have done everything possible to maintain the high quality and professionalism of this institution. We are a very small institution.

When I was the central bank governor of my country, I had 16,000 employees in my institution. Here, I am told by you I am the central bank governor of the world. Nobody will believe in this room, possibly, that the IMF, in spite of all the heavy linguistic difficulties and so on of a universal institution, has only 2,000 employees. But these employees are there to discuss daily, at the highest level in 154 countries, the policies of the membership.

They have to be the best. All the credibility of the institution is there. I am extremely grateful to the IMF staff who, in spite of the limited wages they get compared with the private sector, discharge their responsibility with such a degree of commitment and professionalism.

The Toll of War

When Heaven and Earth Changed Places

In an ongoing, sometimes agonizing, process of historical research, remembrance, and healing, numerous books and films about the Viet Nam War have appeared in recent years, among them Neil Sheehan's *A Bright and Shining Lie: John Paul Vann and America in Vietnam*, which won the 1989 Pulitzer Prize for general nonfiction, and Oliver Stone's Oscar-winning *Platoon* (1986). For several years now, the Viet Nam War Memorial, controversial at first because of its design, has been the most-visited monument in Washington.

***Le Ly Hayslip** recounting stories from her childhood.*

What distinguishes that public monument from others in a city of monuments is the contrast between its abstract minimalism and the expanse and humanity of the names—and lives—it records. Another implicit contrast is that between the Memorial's unassuming simplicity and the high technology of the weaponry used on a massive scale by the United States in Viet Nam. The message, perhaps, in this and in all modern wars is that, however massive and mechanized the deployment of advanced material, war still has individual human effects that bear names.

This was precisely the message that Le Ly Hayslip imparted—from the viewpoint of the Vietnamese peasant—on November 20 at Poetry/P.M. in the IMF Visitor's Center, when she discussed her memoir of life in central Viet Nam during the war years (*When Heaven and Earth Changed Places: A Vietnamese Women's Journey from War to Peace*, written with Jay Wurts).

Hayslip was abused—sexually and physically—by those fighting on both sides of the Viet Nam conflict; survived the dislocations and atrocities of war, at times through prostitution and black marketeering; and emigrated to the United States by marrying an aging American who died a few years after she had arrived in this country. Her brutal yet lyrical memoir received remarkable acclaim when it was published in 1989. The *New York Times*, on the front page of its Book Review, called Hayslip's work "a rare view from the bottom up ... a searing and human account"; the *Washington Post*'s review said that the memoir "can serve as a metaphor for the heartbreak of an entire country ... it should not be missed"; *People* magazine called it "one of the most remarkable books that have come out of the Viet Nam War." And Washington's *City Paper*, in announcing Hayslip's Poetry/P.M. appearance, called her book "a tale of near-unbelievable brutality, near-unbelievable triumph—and, at times, near-unbelievable justice." Oliver Stone, director of *Platoon*, has acquired the movie rights to the story, and a film version is being developed through Carolco Studies for probable 1992 release.

The accolades and recognition center on Hayslip's own story, on her life, but she channels them to others. In 1988, Hayslip founded (and continues to direct) the East Meets West Foundation, a nonprofit nongovernmental organization that seeks to build rehabilitative clinics in those areas of Viet Nam hit hardest by the war, to foster cultural exchange and understanding, and to assist GIs who served in Viet Nam and suffer from post-traumatic stress syndrome. Rather than read formally from her book, Hayslip recounted her journey through war's horror to reconciliation and humanitarian service in warm and earthy anecdotes.

One of the most moving moments in her lecture, and in keeping with the usual content of the Poetry/P.M. series, was her incantation of two poems or songs in the musical inflection of the Vietnamese language—one from the North and one from the forces of the South. Both were lyrical, full of emotion and belief, anthem-like. Both belied the toll of suffering that is the bulk of Hayslip's tale.

James McEuen

Those interested in learning more about the East Meets West Foundation may write its regional office in town (1325 18th St., N.W., Washington, D.C.; telephone 202-429-2206) or its headquarters in California (12540 Oaks North Drive, Suite 4, San Diego, CA 92128; telephone 619-673-3734).

The Voice of Snow

"The Fund is open today." Oh, no! Has the Voice of Snow looked out the window? Has the Voice of Snow listened to the radio and television reports? Does the Voice of Snow know that most area schools are closed or are about to close? Does the Voice of Snow know that the federal government is closed? Does the Voice of Snow know that it will take me at least two hours to drive to work—that is, if I make it through the traffic? Yes, the Voice of Snow knows.

The Voice, who wishes to remain anonymous, confesses that the responsibility is daunting, and has added a whole new dimension to his life. Not only does he have to rise at 5 a.m. but he has become "very good friends" with Bob Ryan of WRC-TV.

Before uttering those five chilling words, the Voice of Snow has already monitored the radio and television channels, has talked with the Office of Personnel Management regarding the snow emergency plans of the government, and has talked with the World Bank after they have contacted local jurisdictions to see about road and traffic conditions in the metropolitan area. After gathering as much reliable information as possible on the weather, openings and closings, and the traffic, the Voice then talks to Management and a decision is made.

To close or not to close? Dial 202-623-SNOW for the answer. The telephone message is changed as the conditions change.

Unlike earlier years when there were only three telephone lines and a recorded tape message, which had to be rewound, the new snow emergency telephone system uses PhoneMail and now has 16 lines and does not need to be rewound. The message can also be changed easily and quickly. Complaints about not being able to get through to 202-623-SNOW have almost disappeared.

Juanita Roushdy

***Margaret Wallace**, right, gives pointers on how to tighten up stitches.*

Spin Me Another Yarn ...

Needles Fly at the Fund-Bank Knitting Club

How many of us take a course to learn a new skill, only to finish it and have that new skill fall into disuse? Either we can't find someone to practice with or we don't have the time. Dee Dee Cross, of Fiscal Affairs Department, made sure that this would not happen to her. After taking several knitting courses at local knit shops, she became so enthusiastic about her new-found ability that she called all her friends and acquaintances in the Fund and Bank and asked them if they would like to get together once a week to knit. Well, that was five years ago.

Today, these gatherings have grown into the Fund-Bank Knitting Club, which has 200 members on its mailing list. Dee Dee had not dreamt of such an outcome. Back in 1985, after those first few gatherings, she knew that she had been fortunate enough to find knitters as dedicated to the craft as she had become. Among them was Margaret Wallace, of Secretary's Department. It is to her that Dee Dee credits the growth of and continued interest in the club:. "Margaret is the dynamo. She has endless enthusiasm and energy." Hilary Corbett, of Treasurer's, is another dedicated knitter that has been with the club since the beginning. Not only does she count stitches but she also counts the club's money; she is the treasurer.

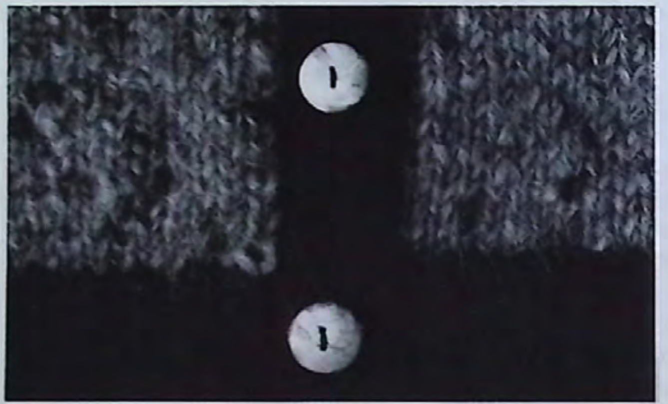
To those impossible questions that each knitter has faced at least once in their knitting career—"Oh, oh, one side is longer than the other. What do I do now?" "My cable stitch doesn't look like the picture. What have I done wrong?" "I knit too loose. I knit too tight. How can I correct the tension for the pattern?" The club has provided answers and has helped the knitters go beyond their abilities.

Margaret, an expert knitter herself, arranges for the speakers and special programs of the club. These range from classes for beginner knitters and intermediate knitters to guest speakers and special seminars. A real coup for the club was when they arranged to have a world class celebrity knitter and designer address the members. This was Lee Anderson from New Zealand who is renowned worldwide for her "fabulous" sweater designs. She uses vibrant—and some might say, outrageous—color and yarn combinations to create sweaters that are works of art.

Knitting is no longer the utilitarian craft that it used to be. Today it is high fashion No longer is the yarn only wool and worsted; it is silk, cashmere, angora, mohair, linen, cotton, synthetic. No longer are the colors dark—black, brown, maroon; today, they are hot pink, purple passion, sunburst yellow, mandarin orange—all in the same sweater! No longer is the shape simple; today, it can be whatever configuration captures your imagination. And no longer is it considered woman's work; it is man's work, too. If you visit a gathering of the Knitting Club you will find all this to be true.

I dropped by just before Christmas and was quite surprised. At this session, there were about 10 ladies sitting around a conference table, in front of each were bright splashes of color—their present project. It looked like a United Nations meeting. One knitter was doing creative knitting—I would call it doodle knitting. Suspended from her needles was a piece with various textured yarns and in different shapes; the shape of the whole piece was, well, sort of ....a doodle shape. She said she enjoyed knitting in this spontaneous way and when she had finished so many pieces she would patch them together as a sweater; any holes or pieces that didn't fit, she would knit a piece to fit!

Another knitter, Lena was intent on a deep purple sweater that had no seam in the neck. I was impressed with her dexterity, especially when I was told that Lena was a beginner and in fact had to be encouraged into coming back to class. She had apparently been so discouraged with what she thought was her ineptitude that she wanted to quit the class. Her fellow knitters, not so ready to lose one of their numbers, rallied around her and she now proudly affirms that she is a knitter and is finishing her second sweater and is planning her third.



One of the unexpected advantages of the club is its multinational membership. When the knitters get together they find it very rewarding to knit with people from different countries. For example, Norwegians do things completely different from an English or Irish knitter. For the American knitters in the group, they are amazed. They think knitting is something new; not a craft that goes back hundreds, even thousands of years (the first knitted item found and still intact was a pair of socks in an Egyptian tomb).

As a member of the Club, knitters are able to purchase yarns at a discount—sometimes a substantial discount—up to 60 percent. Through knitting shops and magazines, the club finds the best deals on some of the finest and most exotic yarns from around the world.

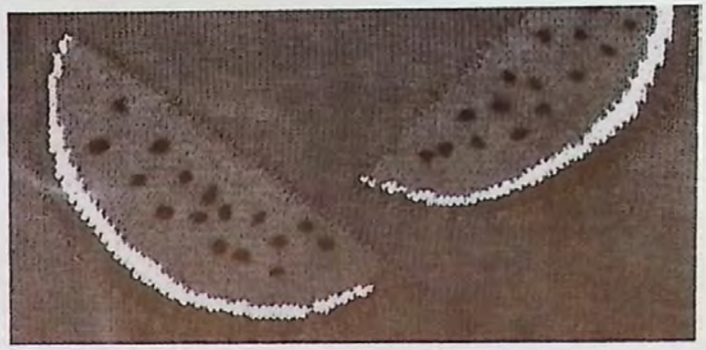
Besides getting together to help each other and exchange information, the knitters have also undertaken charitable projects at Christmas time. Among them have been the "Caps for Kids" drive, where knitted hats were donated to homeless children; the collection of leftover yarns that is then given to Senior Citizens Centers to be made into items for the homeless; and scarves for AIDs patients at Whitman Walker Clinic in Washington.

Knitting is fun, creative, challenging, and rewarding. A particularly poignant example of its rewards is the story of one of the scarves made for the Whitman Walker Clinic. The mother of one of the patients said that her son was so thrilled with his scarf that he wore it all the time during his illness; he loved it so much he asked to be buried with it. His mother saw that his wishes were carried out.

Juanita Roushdy

The Knitting Club

The Knitting Club holds its meetings every Wednesday in Room 12-530 from 1 p.m. to 2 p.m. Beginners classes meet from noon to 1 p.m. If you would like more information about the club and its activities, call Margaret Wallace at extension 8935. Also to donate any leftover yarns or unfinished needlework projects or other crafts to the Senior Citizens Centers, please contact Margaret Wallace and she will see to it that they get there. January 31, 1991 is the deadline for donations.



Crafted with Care

"We are made to use our hands," Bob Frederick says. "We have to take time out to create." A senior graphics artist with ADM, Bob owns a working cattle farm and holds a private pilot's license. Sometimes the spirit moves him to try something new; in the spring of 1990 he and his wife attended a six-day craft camp at Cedar Lakes, WV.

While his wife was off learning to weave, Bob immersed himself in a furniture class. The assignment: a handmade Windsor chair, patterned after the work of Randall Fields, a well-known Ohio chairmaker, and his instructor. There were 12-hour days with breaks for home-cooked meals and the effort was not without its frustrations—the cherry stock selected for the seat later revealed areas of honeycomb and had to be intentionally broken and glued together—but at the end of six days he had "harmonized" the design and only some assembly and finishing remained to be done. Roughly $100 for the wood and 100 hours of labor had yielded a chair that would be entered in the Montgomery County Fair.

The handmade ash and cherry Windsor chair took a champion blue ribbon in the mid-sized furniture competition. The chair now sits proudly in the Fredericks' living room and the couple is planning a trip back to Cedar Lakes this Spring. Bob has his eye on a rocker.

Was it all worth it? Bob thinks so. "Oh, I look to see what I could have done better," he admits, "but I do so with satisfaction. It's just the joy of creation. I try to perfect every detail so I can savor that joy."

Building furniture is a time-consuming undertaking and not likely to be a part-time hobby but that's not to say that Bob Frederick has not been thinking big. He hopes one day to build his own plane. It will be a two-seater, experimental kit plane.

Many Thanks!

Toni Elliott, Director of Volunteer Services at Children's Hospital National Medical Center, has written to thank the staff for the "wonderful contribution of 13 boxes of new toys and 'Harvey,'" donated at Christmas.

The toys and "Harvey," the very large, soft rabbit that was too big for any box, were delivered to the Children's Hospital National Medical Center on December 21. Harvey has found a home in the Admissions Office, where all the patients being admitted can play with him.

Thank you all for your generosity and for making the holiday season brighter for the patients of Children's Hospital and their families. *Judith York*

Two Directors Retire after Long, Distinguished Careers in the Fund

Azizali Mohammed

The remarks that follow are taken from the farewell speech given at Mr. Mohammed's farewell party.

Azizali Mohammed joined the Fund on November 21, 1960, almost thirty years ago. He has had a varied and distinguished career, beginning in the Research Department, then the Middle East Department, then the Exchange and Trade Relations Department, then the European Department, then as senior advisor to the Government of Saudi Arabia, and finally, about ten years ago, as the Director of the External Relations Department. Let me say something about his years in EXR.

Until about ten years ago, the Fund had neglected its external relations. It came to be realized that the misperceptions and misconceptions people had about the institution, and the attacks that they engendered, reduced the effectiveness of the Fund. It was not a question of being popular but a matter of informing the public about what the Fund is, what it does, how it does it, and what it cannot do. A special person was needed to head the Fund's external relations. He needed to be well versed in macroeconomics; intimately familiar with the mission, activities, policies, and limitations of the Fund; and yet be able to project the institution and organize its external relations in an enlightened and effective manner. Azizali was the right man, at the right time, in the right place—Saudi Arabia! He had to be recalled.

Under Azizali, EXR has developed into an effective department, fulfilling a much needed aspect of the Fund's activities. He has nurtured, developed, and expanded the department.. Under him, it has established a wide and solid network of media relations; it has developed an equally impressive network of contacts with nongovernmental organizations; it has in place a busy, speakers program and a highly regarded seminar program; and it manages a vast publications program. In brief EXR, has developed into an effective instrument for projecting the Fund and providing information to the public and the media about is policies and activities.

On a personal note, I have always found Azizali to be a man of dignity, a man of surpassing civility who could disagree without being disagreeable, a man of wisdom, and a man of compassion and humanity.

EXR's loss will be the Executive Board's gain.

Bahram Nowzad

Gerard M. Teyssier

Gerard M. Teyssier joined the Fund in 1964, after fourteen years with the Banque de France, where he earned the rank of Inspector-General and headed the Bureau of Statistics. When he came to Washington, it was as Alternate Executive Director for France. In 1967, he accepted appointment as Deputy Director of the IMF Institute, becoming its Director in 1972. Under his leadership, the Institute's program has grown from having 7 courses at headquarters with 162 participants in 1972 to 17 courses and seminars with 529 participants in 1990; in addition, 1990 witnessed 18 external seminars in member countries and a half-dozen extended lecturing assistance assignments to regional training institutions.

Mr. Teyssier has been a skillful administrator who has created a smoothly functioning operation with a clear purpose: providing effective training in macro-economics and financial statistics with an emphasis on practical application. To these tasks, he has brought a warmth and personal touch, which have resulted in participants leaving the Institute's courses with a sense of belonging to a community formed by both participants and Institute staff—"the Institute family." This explains the affection with which Mr. Teyssier is remembered by former participants, who flock in large numbers to the reunion lunches at the Fund-Bank Annual Meetings.

Anthony Lanyi

Colleagues Remembered

Jorge Bonvincini

I knew Jorge and worked closely with him since he joined the Western Hemisphere Department of the Fund in 1972. He was an exemplary colleague. He was a person upon whom one could count on in every way. He approached his duties in a confident manner, and in contrast to some of us, he helped create a sea of calm around himself and his immediate associates. He was direct in manner, sincere, and without vanity. All in all, he was the kind of person with whom one felt comfortable and very much at ease. These personal characteristics—which all of us found so admirable—together with his unquestionable skills as an economist, his good judgment, and his capacity to work with others took him to positions of leadership. Also, he was innovative in approaching problems. Because he was not a person who pushed himself forward or who loudly sounded his own horn, one had to get close to Jorge and get to know him to appreciate his true qualities.

A supervisor to whom I assigned Jorge at an early stage of his climb up the ladder of responsibility came to me and said, "I know you had said Bonvi was good and I had heard this from others too, but it wasn't until I had worked with him for a while that I came to realize how very good he was." He grew on me, and he grew on others who came to see his outstanding abilities.

In recent years, Jorge had the important role in the Western Hemisphere Department of heading the Mexico/Latin Caribbean Division. In this capacity he earned the respect, trust, and friendship of the authorities and officials of the countries in his division; they saw him both as a highly respected representative of the Fund and as a friend of their countries. This is the kind of balance those of us in this work strive for but do not always achieve. The authorities I have spoken to have asked me to convey to Jorge's family their appreciation of his endeavors on their behalf and of their high regard for him as a person.

Jorge was the kind of friend we all like to have and hope to be--a person of integrity and warmth, with a deep sense of fair play. He gave generously of himself when needed to support others. Jorge was a person of character and he was tenacious in always wanting to do his part. In recent months he frequently came to the office when it was clearly very difficult for him to do so. He didn't want to give up, and we all admired that. We will miss him.

Sterie T. Beza and colleagues in WHD

Robert Nöe

Robert Nöe, Director, Office of Internal Audit, died on December 23, 1990, after a long illness that he bore with much grace and fortitude. A rare talent, a jovial raconteur, and a delightful colleague, he will be sorely missed. He was an irrepressible spirit with an abiding love for life. His approach to his responsibilities in the Fund was thoroughly professional. He spoke three languages (Dutch, English, and French) to perfection. We were all made richer by his presence and are impoverished by his early loss.

Robert was born of Dutch parents in Brussels on September 12, 1935. His early years, and indeed his subsequent career, were fortuitously informed by the events of World War II. When the war broke out, his family fled west to Bordeaux in advance of the German armies, with the intention of boarding a ship to the Dutch West Indies. The Nöes embarked on one of three Dutch ships bound for the Caribbean. Two of these ships were torpedoed in the Bay of Biscay. The third, with the Nöes aboard, diverted to Falmouth in Cornwall where the British authorities promptly interned the Dutch citizens aboard. Upon their release, his parents placed Robert in an English boarding school. He quickly picked up English, which he spoke all his life with a pronounced British accent.

After the war, his parents made Paris their home, and Robert attended the English School there, taking the baccalaureate in 1952. He studied accounting at the École Nationale Professionelle during 1953-54 and took a Diplôme, Secteur Economique, at the Institut d'Études Politiques in Paris in 1957. In 1966, after completing courses at the Institute of Chartered Accountants in London, he was awarded the ACA certificate as a chartered accountant.

Robert began his career in the Fund in November 1968 as an accountant in the Accounts and Financial Reports Division of the Treasurer's Department. He transferred to the SDR Division and in September 1973 became assistant division chief in the Administrative Expenditures Division, acceding to the post of division chief in 1980. In July 1985 Robert was appointed Internal Auditor and in February 1990 was named Director, Office of Internal Audit.

Robert is survived by his widow Delia, two sons, Marc and Adrian, and daughter, Dominique.

David Driscoll

***At year's end** Graeme Rea, Director of the Administration Department, announced special commendation awards for six staff members in ADM who had distinguished themselves by the quality and consistency of the service they had rendered. Shown above are William Pfister, head of the Messenger Unit; Carl Chin, supervisor of the Printing Unit; Barbara Perry, Chief of the Reference Section; Graeme Rea, head of the department; Praveen Sewpaul, Personnel Assistant in the Benefits Administration Section; Liliana Canal, Staff Assistant with the Recruitment Division; and Fernando Gaitan, Transportation Officer.*

STAFF NOTES

October 1 –November 30, 1990

THIRTY YEAR STAFF

Franz Drees

TWENTY YEAR STAFF

H. S. Kedlaya

RESIGNATIONS

Fiona Birrell
Michael J. Shaffrey

RETIREMENT

Florence J. Isaac
Barbara J. Watson

TRANSFERS

Jean Boyd to Administration Department from Exchange and Trade Relations Department

Edgardo Decarli to Treasurer's Department from Western Hemisphere Department

David Folkerts-Landau to Research Department from Central Banking Department

Barry Johnston to Exchange and Trade Relations Department from Central Banking Department

Renate Le Jeune to European Department from Administration Department

Silvano Spencer to Administration Department from Secretary's Department

Gilbert Terrier to Exchange and Trade Relations from Support Group, Resident Representatives and Advisors (Jamaica)

Achamma Vedamony to Support Group, Secretarial Staff from Research Department

Anne Williams to European Department from Treasurer's Department

Gopal Yadav to Western Hemisphere from Exchange and Trade Relations Department

NEW STAFF

Ala'a H. Al-Yousuf
Bahraini, is in the Economist Program, WHD. He holds a Master's in Development Economics from Oxford.

Iris Anderson
a U.S. national, is a Reference Librarian, ADM. She holds a Master's in Library Science from Queen's College, NY and enjoys calligraphy, swimming, yoga, and gardening.

Graciela Argerich
Argentinian, is a Staff Assistant, WHD. Formerly a secretary in the U.S. Embassy in Buenos Aires, she enjoys music, reading, and swimming.

Leonardo Bartolini
Italian, is in the Economist Program, EUR. Educated at Laurea Unversity, he enjoys classical music and bicycling.

Naly Carvalho
Brazilian, is an Accounts Assistant, TRE. Her interests include computers, languages, movies, and travel.

Maryam Emad Dehnadi
Iranian, is a Cataloger, ADM. She holds a Master's of Library Science from University of Pittsburgh and enjoys nature, music, and travel.

Gustavo Garcia
Venezuelan, is an Economist, WHD. Previously he was an Advisor, OED. Educated at Boston University, he enjoys movies, classical music, and reading.

Peter Hegedus
Hungarian, is Head Librarian, ADM. Formerly Deputy Chief Librarian, National Library of Hungary, his interests include information economics and library management.

Aasim M. Husain
Pakistani, is in the Economist Program, ASD. He holds a Ph.D. from the University of Pennsylvania and enjoys golf, squash, and bridge.

Hidehiro Ikeno
Japanese, is an Economist, CBD. Educated at Hitotsubashi University and The Johns Hopkins University, he enjoys movies and cooking.

Vincent R. Koen
French, is an Economist, EUR. Formerly an economist with the Bank of France, he holds a Ph.D. from MIT.

San Ling Lam
Malaysian, is in the Economist Program, ASD. She was educated at the National University of Singapore and Harvard University.

NEW STAFF

Luis Varennes Mendonca
Portuguese, is an Economist, AFR. Formerly Assistant Professor at the New University of Lisbon, he was educated at MIT.

Urjit R. Patel
Kenyan, is an Economist, WHD. He holds a Master's in Philosophy from Oxford and a Ph.D. from Yale University.

Mark Precious
British, is an Economist, ETR. Formerly a Lecturer at Oxford University, and with the Foreign and Commonwealth Office, he holds a Master's and a Ph.D. from Oxford. He enjoys squash, tennis, and golf.

Murray A. Seeger
a U.S. national, is Assistant Director, EXR. Formerly a foreign correspondent, and with the AFL-CIO. He was educated at Iowa and Harvard Universities and enjoys reading, music, and tennis.

Gabriel Sensenbrenner
French, is an Economist, AFR. Formerly a Research Fellow at Brookings, he holds a Ph.D. from Northwestern University. He enjoys swimming, classical movies, and cooking.

Kazuaki Sono
Japanese, is Assistant General Counsel, LEG. Previously Professor of Law, Hokkaido University and with the UN, he was educated at Kansai University, Yale, and the University of Washington.

Sojan Antony Thomas
Indian, is a Computer Systems Officer, BCS. He holds a Master's in Systems and Management from the Indian Institute of Technology (Delhi). He enjoys travel and reading.

Paul R. Wade
a U.S. national, is an Economist, ETR. Educated at the Norwegian School of Economics and Business Adminstration , he enjoys traveling, orienteering, photography, and hiking.

Photo credits: Denio Zara (pages 1-4, 6, 11, 12–13, 14–16); and Padraic Hughes-Reid (pages 1-3, 7, 9–11, 12–13, 15–16).

staff news
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