

manager's privilege if he wants to ponder the bigger issues of society, but his real concern should be this: Half the population is female, and the genetic pool for talent is equally distributed across both sexes. You double your chances of having better business by opening up your management cadre to females as well as males. We have been excluding half the population and therefore half the talent pool. Business is very difficult, and you have to surround yourself with the best people you can get, for the good of the company.

Middle manager, conglomerate: I think the economy

probably cannot absorb everybody who wants to work. What's going to happen is that different kinds of people are going to end up not working. I personally see absolutely nothing wrong with men staying home and cooking and cleaning and whatever. If the best person for a particular job happened to be a woman, and that freed up a man to go write a book or do something else, that could only benefit society. There are those who think that that much flexibility is really not good because most people can't deal with it. But I think we're headed along that path. And if I had the ability to either stop it or to encourage it, I would encourage it. ▽

Books

Two-marriage careers

Corporate Bigamy: How to Resolve the Conflict between Career and Family by Mortimer R. Feinberg with Richard F. Dempewolff. William Morrow and Company, Inc. 264 pp. \$12.95.

by James Basche

CB Management Research

Time, in general, is infinite, but every mature person soon learns that time as it applies to a particular individual is finite. To the extent that a corporate executive gives most of his available time to work, time left for the family is limited, and vice versa. With loyalties and obligations both to job and to family, the corporate executive is bound to face conflicting demands on available time, and the executive must learn to balance these conflicting demands if personal peace and the fulfillment of personal needs are to be achieved. This is the main message of *Corporate Bigamy*, a new book by industrial psychologist Dr. Mortimer Feinberg with science writer Richard Dempewolff.

Corporate Bigamy, an easy-to-

read book, is filled with anecdotes, references to studies by Feinberg and others of corporate executive experiences, and quotations from numerous famous persons in all walks of life. But the reader should be wary of accepting too easily what is written. Although the book has an extensive bibliography, none of the references in the text have specific citations, so statistics, quotations, and study referrals must be accepted on faith, and in some instances the authors have been careless with their facts.

For example, one point is made by reference to a quotation attributed to the late Charles Revson of Revlon, Inc., made at a company board meeting, during a visit of Pope John XXIII to New York City. Every New Yorker should know and every American Catholic probably will know that Pope John XXIII never visited New York. The facts of the story are wrong. That does not necessarily mean the quotation or point is wrong; but it raises doubts about the carefulness with which the authors have done their research and homework.

The failure of the authors to give

authoritative support to many of their generalizations can be annoying to the reader who has doubts about what they are writing. The reader might like to check those doubts and he cannot. In one paragraph the authors write: "According to executive recruiters, more and more companies are specifying a preference for divorced or single people, particularly among women executive candidates." Since such specification seems contrary to observable practice in most companies, the reader is obviously interested in some supporting data, but none are given. Furthermore, two paragraphs later the authors seem to undercut their own generalization by writing: "Recently one international corporation instituted a 'married managers only' policy when their singles in top management positions overseas began chasing the wives of married executives and making off with the company jet every weekend to live it up in European capitals." Again, a generalization criticizing a whole group of executives without exception is made without any supporting data other than the authors' doubtful word.

Books

Who is this "corporate bigamist" about whom the authors are writing? "Our bigamist," they write, "(he or she these days) usually is a top-echelon professional or business person who is married to both a job and—often incidentally—a human mate. And the corporate bigamist of most interest here is the one for whom the number-one mate in the company-homestead harem is the job."

That seems clear enough. But is it? The term "corporate" as an adjective means a united or combined group, and in the United States is almost always used to mean a business or similar incorporated association. Many of the examples used by the authors, however, are drawn from individuals who are not regular employees of business firms—entertainers, authors, musicians, sports stars, politicians, doctors, lawyers, and other professionals. The book's subtitle, *How to Resolve the Conflict between Career and Family*, is a more accurate description of its contents than the jazzy main title.

To many readers the authors' corporate bigamist is going to appear to be just another workaholic, and the

authors conclude "virtually all corporate bigamists are workaholics to some degree." At the same time, they point out: "Not all workaholics are necessarily corporate bigamists." That is easy to accept because some workaholics are undoubtedly single, and single executives are excluded from the authors' definition of "corporate bigamists." Apparently, they feel that single executives whose families may consist of parents, siblings, or former wives and their children do not have the same problems of conflict between careers and families as do married executives.

Feinberg has four major classifications of corporate bigamist: the monster, the Janus, the need-achiever, and the Abraham. The monster "is a monk of industry; a father to everyone except his own family." As the book goes on, the monster is the true villain, as the name readily reveals, who sacrifices his family's well-being to the promotion of his job interests whenever there is a conflict.

The Janus type "is a creature with two faces looking, somewhat deceitfully, in opposite directions. He considers himself a great executive and entrepreneur, as well as a great fa-

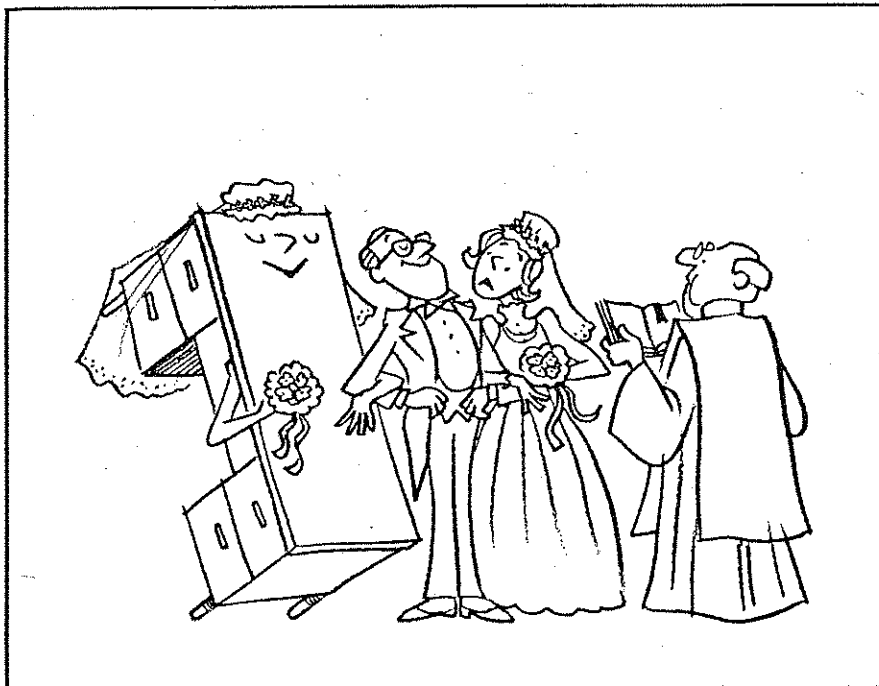
ther, husband, and lover." He is "basically a monster who thinks he's a good enough salesman to convince his family that his job deserves his full commitment."

The need-achiever "is almost what the Janus thinks he is—a balanced executive . . . financially acquisitive, competitive, a male heterosexual. He *wants* to be a good family man, though this achievement may escape his grasp." (Apparently women, married homosexuals, as well as singles of either sex don't qualify for this classification.)

The Abraham type "is the male counterpart of the Virgin Mary; the universal father. His business is justified only as it serves his family." Because the Abraham type tends to resolve career-family conflicts in favor of the family and, in their definition of the corporate bigamist quoted above, the authors emphasize their concern for the bigamist who favors the job, the Abraham type is identified, but not discussed in any further detail.

Throughout the book, women executives are given short shrift; the discussion is almost totally about men. Indeed, the authors' view of women seems peculiarly out of date for the last quarter of the 20th century. That view is probably best summed up by Feinberg's statement that "I happen to believe that most women basically want to be mothers and that a few are gifted enough to achieve other goals as well."

Amplifying his view of the role of woman as mother, Feinberg, in his chapter "The Making of a Corporate Bigamist," attributes to a strong, driving mother much of the corporate executive's drive towards achievement and success that leads him to give higher value to his job than to his family. A few quotations will illustrate: "In endless surveys, almost all dedicated top executives have described their



Books

mothers as the guiding force in their early lives. It is usually the mother who was the aggressive, competitive factor in their development." Again: "What we've seen in the mother of such men is a burning desire for the power and success of their offspring. It does not appear to be a compensatory mechanism, but a really calculated drive." And finally: "And so it went—mother, mother, mother." Does all this emphasis on mothers, the reader may well ask, permit the failed executive to blame his mother rather than his own shortcomings?

In only two of 18 chapters do the authors consider women as persons more than mothers or helpmate-wives taking, and sometimes accepting, neglect and abuse from "monster" type husbands who are more concerned with work than family. These are chapters on two-career marriages and on "Corporate Bigamy Female Style," in which examples of each are described with very little analysis of the woman's achievement as both executive and family member.

After identifying and describing the types of corporate bigamists, the authors give the bulk of the book to describing the family problems for wives and children when the father gives much higher priority and much more time to getting ahead in his job than to his family. Some of the chapter headings well indicate their contents: "The Fragile Structure of Executive Marriage; Prescription for a Better Domestic Bottom Line; The Troubled American Family; Some Family Solutions to Corporate Bigamy Problems; Survival for Corporate Wives; and The Children of 'God,'" "God" in this case being the corporate bigamist father.

In several of these chapters the authors offer suggestions to family members for living successfully with husbands and fathers who are corporate bigamists. Most of the suggestions are simple, often make good sense, and are usually rather obvious.

In "Survival for Corporate Wives," for example, the authors suggest:

- "Don't demand more of your husband than he can afford to give you during years of career growth.
- "Encourage him to spend time with the children.
- "... don't shrivel up inside your domestic shell and brood over your misfortunes.
- "Don't worry about arguments.
- "Be a good listener.
- "Most important, be patient."

Many of these suggestions are useful for anyone, whether part of a corporate bigamist family or not.

Reading this lively book can be entertaining, should do no harm to the alert, questioning reader, and may do some good for the executive who is faced with an unhappy family life because of excessive devotion to the job. Buried beneath the lists, the dubious anecdotes, the references to other studies, and the quotations from golfers, generals, movie actors, and TV talk show hosts, the authors do have a number of worthwhile points to make. For example, the family of the married workaholic (the person the authors label the corporate bigamist) is bound to suffer problems from the neglect of a parent/husband who is obviously an essential part of the family. If the family is to stay together and develop successfully, all family members must learn to adjust.

Early in their book, when describing the various types of corporate bigamists, the authors make a point well worth remembering. They describe the corporate bigamist who so compartmentalizes his life that he often leaves his management talents, his skills at decision-making and problem-solving at work and finds himself at a loss when confronted with family problems. They conclude: "Successful family life needs managing, too."

In their final chapter, the authors indicate that corporations themselves

are going to have to change their demands on the time and services of their executives and allow their executives to spend more time with their families on matters of family interest. They state: "Enlightened managements are beginning to realize that the total dedication-to-the-job approach simply will not work any more." They give several reasons: unhappy wives, dissatisfied children who are turning against business in general, young executives who turn down transfers for their family's sake, and so on. They conclude: "Companies need people who are emotionally healthy and not subject to the constant stress of trying to balance job against family. . . . And it is becoming increasingly clear to managements that the organization can no longer require destructive personal sacrifice as a condition for advancement; that even the most dedicated employee must be allowed to exist in the family dimension without strain or guilt." To support this conclusion, they present another list of things the corporation can do "to establish healthier and more productive company-employee relationships"—a list ranging from recognition by the company that a problem exists to not neglecting the widows of ex-executives.

Do such changes, if made successfully, mean that corporate bigamy will end? Certainly not. After all, many of the characteristics that lead to the "monster" corporate bigamist, like those of many workaholics, are inherent in the individual and not in the institution. But the relationships among individuals, their jobs, and their families are changing and are bound to change more. As Feinberg and Dempewolf conclude, "Whatever happens, there is little doubt that the atmosphere that fosters corporate bigamy will diminish." The future will determine the accuracy of their prediction. ■

"Books" column continues on page 73

Marital Advice for Executives and 'Ladies'

By ANDREW HACKER

Marriage is a serious matter. And so is a corporate career. But combined they can cause trouble. At least that is Morton Feinberg's message. And he ought to know. As an industrial psychologist, he has seen too many executives whose marriage to their job leaves little room for home life. The "bigamy" in his title is a lopsided triangle, with the wife usually the loser.

"The process by which the executive and his wife adjust their marriage to the powerful demands made on them by the corporation," Dr. Feinberg says, "takes its

The Bookshelf

"Corporate Bigamy: How to Resolve the Conflict Between Career and Family"

By Morton Feinberg, with Richard Dempewolf. William Morrow. 259 pages. \$12.95.

toll in the form of guilt, anxiety, and suppression of feelings." His book leaves little to the imagination, ranging from alcohol and impotence to the dearth of conversation.

The author emphasizes that he knows business at first hand. His preface lists 17 presidents and 10 board chairmen with whom he claims close terms. Hardly a page goes by where he fails to mention "one top executive I know," "an international tycoon I know," "a client of mine who heads a giant conglomerate." And, as he tells it, he often gains his insights while a guest on corporate jets.

"Corporate Bigamy" is, as its subtitle says, a "how to" book. In this case, how to save your marriage. Jimmy Walker, New York's playboy mayor, once remarked he never knew a girl who had been ruined by a book. I am not sure whether a marriage heading for the rocks can be saved by printed paper. Still, it is worth seeing how Dr. Feinberg goes about it.

His book is filled with useful tips for the workaholic executive: "Make really significant use of your family time." "Be open-minded to criticism." "Capitalize on the small things of life." For wives (at whom the book is also aimed) he is more explicit: "Sneak a love note into his pocket in the morning." "Keep a special surprise

savings account he doesn't know about." "Serve him hot soup before he retires." Whether soup works as an aphrodisiac or a soporific, Dr. Feinberg doesn't say.

The book is filled with breezy reading. We learn about Winston Churchill's marriage, Charlie Chapin's son and Douglas MacArthur's mother. Plus insights into executive luncheon habits. ("Smoked salmon stuffed with Beluga caviar.") He has a wide command of sources, including "Acta Sociologica" and "The TWA Ambassador."

While the author has all the credentials, there are times when his credibility wears a trifle thin. For example, in a survey he says he conducted among 500 executives and their wives, no less than 94% said their marriages were "good in every way." Yet some pages on, we learn that fewer than 40% of the husbands rated their sex lives in those terms. He also tells us that of the several hundred wives he polled, only two from the total said they were "helpful in their husband's career." It would be interesting to know what all the rest thought they were doing.

Occasionally Dr. Feinberg has trouble with his facts. He confuses the "nuclear" with the "extended" family, a distinction usually made clear in Sociology 101. He also tells us Charles Dickens wrote a particular passage "just before the French Revolution." Unfortunately, Dickens wasn't born until 1812, almost a quarter-century after the storming of the Bastille. In addition, the quotation is hopelessly garbled. (One would think a publishing house, the last refuge of English majors, would catch such an error.)

But the most revealing part of "Corporate Bigamy" is Dr. Feinberg's view of women. His prescription for an enduring executive marriage is that the wife take second place. In this regard, a college education can be counterproductive. "Most women who end up complaining about all they have sacrificed for marriage never should have gone to college in the first place, let alone gotten married." He insists on referring to women as "Ladies" at least half the time, which probably won't endear him to younger members of that gender.

Above all, corporate wives had best not work. "The sharp increase in broken families," Dr. Feinberg says, stems mainly from "the stresses that working wives have imposed on marriages." One reason is that husbands cannot be expected to share domestic burdens. (He cites a Texas

study of two-job marriages where only a quarter of the husbands assisted with the housework.) But here too one wonders about his facts. According to Dr. Feinberg, "executive mothers represent a quarter of all mothers who work today." However the most recent Census Bureau figures, for 1978, show that less than 2% of working women make over \$20,000. The ladies, as he likes to call them, have a long way to go.

On the whole, he feels that children need "the full attention of a mother." Indeed, full-time presence may be necessary not only for toddlers but "some adolescents" as well. Moreover, husbands who share too deeply in this role risk "heavy father-daughter relationships," a dire-sounding warning Dr. Feinberg never develops. He admits that some of his opinions have incurred "the wrath of feminine hordes." One can see why.

"Corporate Bigamy" is a book executives are asked to read themselves, and then take home to their wives. They do so at their own risk.

Mr. Hacker teaches political science at Queens College in New York City.

MANAGING

BY SAMUEL FEINBERG

CORPORATE BIGAMY: THE CRIME, THE CURE

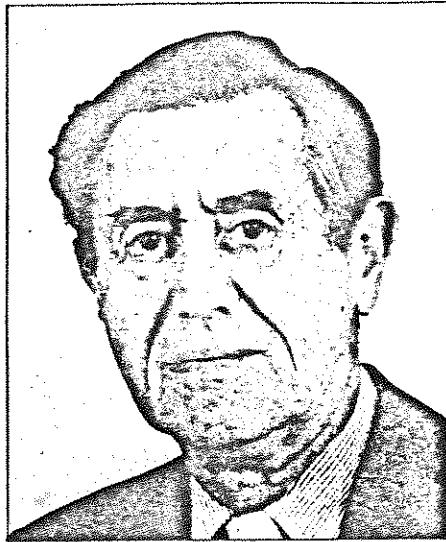
Any corporate executive or career professional worth his or her salt knows that a continuous two-way channel of communication, not one-way pontification, is the lifeblood of business. Somehow, though, he or she too often ignores the fact that the same mutual solution of problems applies to communication with mates and children. As a result, there has been a serious deterioration in family life—a relationship that should be cherished at least as much as a multimillion dollar contract.

This is the message of "Corporate Bigamy," subtitled "How to Resolve the Conflict between Career and Family," by Mortimer R. Feinberg with Richard F. Dempewolff (William Morrow, \$12.95).

The authors' definition of corporate bigamy: "Usually, a top-echelon professional or business person, but not necessarily a big wheel, who is married to both a job and—often incidentally—to a human mate. The corporate bigamist of most interest here is the one for whom the number-one mate is the job. Obviously, the dichotomy between job and family spells stress. The corporate bigamist, at best, is devoted to one and dedicated to the other. At worst, he has completely abdicated the family role for the more (to him) stimulating and challenging excitement of the business battlefield."

An additional description: "Not all workaholics are necessarily corporate bigamists but virtually all corporate bigamists are workaholics to some degree. Habitually, they put in 60 to 100 hours a week on the job. A briefcase goes home with this type of fellow on the few nights a week he gets home, and he may read, dictate into a machine or bum up the long-distance phone lines half the night and all weekend."

Surveys conducted by BFS among corporate wives indicate a high percentage of intact first marriages. But that's a deceiving statistic. The majority of these marriages are dreary, a far cry from "happy" or "successful" by any definition. Apparently, they have endured because most chief executives of old-line corporations are conservative and still hew to the image of "the solid family man as a reflection of responsible stability in the business world. Such men will do everything in their power to avoid any public hint of a domestic



background that is anything but tranquil."

The corporate bigamist "always has a bagful of excuses or, more properly 'rationalizations.' One is 'I'm really doing it for you and the kids.' Nonsense. He wouldn't have any other life. He thrives on long hours and hard work. He picked this kind of life to satisfy an inner need. Another alibi is, 'I'm a very busy man. The company demands every working moment I can spare. I just can't give you and the children the time you insist that I should spend—much as I'd like to.' That last is a lie, of course. He wouldn't 'like to' at all.

Feinberg has divided corporate bigamists into four major classifications:

1. The "monster" type—in any context other than work or career, the person is "monstrously impossible to live with." Charles Revson was an example of the "monster" type. He would call a meeting for all his top brass for 8 p.m. on July 3. The only item on the agenda would be: "Why do we have so much trouble holding on to key executives?"

2. The "Janus" type—a creature with two faces looking to opposite directions. Like the "monster," he has an instinct for the jugular that may serve him in business but can be self-destructive in the family situation.

3. The "Abraham" type—he is the counterpart of the universal father.

4. The "need achiever" type—because he sets goals for himself at home as well as on the job, there is more hope for him than for the others.

Most top-echelon women fit into the "need achiever" category. One of these women is Jane Cahill Pfeiffer, chairman of

the National Broadcasting Co. She once turned down an offer to become U.S. Secretary of Commerce because "My marriage is my first priority." Her husband is a vice-president of IBM.

More and more corporations are coming to an awareness of the conflict between job and home and are taking such relief steps as permitting executives, without penalty, to decline to relocate or postpone vacation plans.

"A man who loves his family can always find time for them," the authors assure. "To build a lasting relationship—or to repair a deteriorating one—time must be found. It is there for the finding. The corporate bigamist can always stretch his day to see an important customer or handle a major deal."

Prescriptions for proper allocation of job and home responsibilities:

Be openminded and tolerant of criticism. You have to be able to evaluate the positives and the negatives in dealing with your mate and be willing to take criticism.

If you travel a great deal, call home frequently. Brief but frequent contacts that show concern are better than rare, grumpy visits that grate. Don't wait for a reason to call.

Share business successes and failures as they occur. The idea that wives don't understand business, find it dull, or aren't interested is a common fiction often employed by the corporate bigamist to excuse himself from any obligation to communicate.

Don't be a perpetual Santa Claus to the children. Too many gifts are often regarded by bright youngsters as an attempt to buy their affection. An occasional gift, justified by an achievement or event, is fine.

Begin by making small compromises. Some minor changes in your working habits will be necessary in order to warm up a cooling domestic front. You don't have to give up all business trips or evening work. But, perhaps, you can cut down on the number of trips you take.

Make really significant use of your family time. If you are really good at work, then you are a good planner. Organize time with your family the way you would business time and make it meaningful. Most important, be INVOLVED.

In the last analysis, "the ultimate objective in any well-lived life is the achievement of a sense of unity in all the major spheres of activity. ■

Box 1341, F.D.R. Station
New York, NY 10022

June 2, 1980

Mr. Mortimer R. Feinberg
BFS Psychological Associates, Inc.
666 Fifth Avenue
New York, N.Y. 10019

Dear Mr. Feinberg:

I have noted your new book, "Corporate Bigamy," which is a book, I believe, that is truly needed.

I am also an author (see below for titles) and, oddly enough, my previous book* was published by Bantam Books, which is located in the same building as your firm! (And I am 57 years old, about your own age.)

Perhpas you can or will help me, since you are a psychologist and author. I think that I have what is commonly known as "writer's block." At any rate, I find it most difficult to get myself to write. Getting started each time is a real problem. I cannot write after work, as my (routine) job saps my will and energy to write. But I have managed to complete an "encyclopedia" by writing weekends and holidays. Then I had motivation as I thought that Bantam would accept my second offering, the so-called "encyclopedia," but they did not. Hence, I have had to bring it out myself, which has its pluses and minuses as a practice for writers.

What can I do to get myself to write? I shall look forward to your kind reply when you have an opportunity.

Thank you for your courtesy and assistance.

Sincerely,



Stephen Wright

P. S. You are absolutely correct in not taking your work with you when you go home. The real difficulty, no doubt, is that what you do all day tends to stay with you, and so you keep thinking about your job and its problems without even wanting to. This of course does not mean that you should not try to make the effort to forget it. And keeping busy with the children, or whatever, will help keep your thoughts away from the office.

*Different: An Anthology of Homosexual Short Stories (Bantam Books, 1974)

+Brief Encyclopedia of Homosexuality (Stephen Wright Press, 1978)

P.S. I am now trying my hand at the mystery. Recently, I completed a mystery drawn on the Legold/Loeb case.

Beatrice Foods Co.

Corporate Offices
Two North LaSalle Street
Chicago, Illinois 60602
312 782 3820

March 6, 1980

Richard J. Pigott
Senior Vice President
General Counsel

Dr. Mortimer R. Feinberg
BFS Psychological Associates
666 5th Avenue
New York, New York 10019

Dear Mort:

I spoke with Wallace last night and was very unhappy to learn that your son Stu and his wife were involved in a serious accident which will require them to remain in traction for six months. I hope the outlook for their eventual full recovery is favorable and we send them our best wishes during this time of trial.

As you probably know, Wallace passed his recent physical exam with flying colors and is looking and feeling excellent. I understand Grace has had a few health problems and I hope she will be able to get them behind her this year.

You were very nice to send copies of your book to us in the office with personal inscriptions from the distinguished author. I had already listened some time ago to the tapes on corporate bigamy but enjoy having a copy of the bible for further reference.

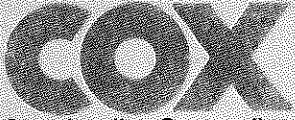
Thanks again and I hope you and Gloria have a fine year in 1980.

Very truly yours,



Richard J. Pigott

RJP/pgc



Broadcasting Corporation 1601 West Peachtree Street, N.E. • Atlanta, Georgia 30309 • (404) 897-7336

Michael S. Kievman
Vice President-Broadcast Operations

March 10, 1980

Dr. Mortimer Feinberg
BFS Psychological Associates, Inc.
666 Fifth Avenue
New York, New York 10019

Dear Mort:

Thank you for the copy of "Corporate Bigamy".
I enjoyed reading it and have passed it on to my
wife and urged some others to buy and read the
book.

Before the book came out and during times
of concern, I often recall your lectures. Having
the book handy will be much easier in the future.

I hope it sells a million.

Regards,

mc

Author explains value of family

Dr. Mortimer R. Feinberg defines the "corporate bigamist" as the man who is married to his job, often to the detriment of his first marriage — to his wife and subsequently his children.

How to resolve being both businessman and husband without sacrificing either is the subject of Feinberg's book, "Corporate Bigamy," published recently by Morrow Publishing Co.



Feinberg spoke this week in Salt Lake City on the same subject. Smith's Food King grocery chain sponsored his visit and the talk, which was addressed to executives and employees of the system.

The failure of the family in many instances has contributed to some of America's present financial crises, Feinberg said in a Deseret News interview.

Children are no longer taught at home to avoid debt nor to save part of their income, Feinberg said, attitudes that are reflected in the nation's present economic crises.

Youth today lack roots, and the values of the older generations are not being transmitted.

"How they view the world is different. Between myself and my sons there are inevitable clashes," Feinberg said of changing cultural patterns.

An executive may be prompted to devote more time to his job than to his family because of the comparative rewards.

"Being a good parent is not rewarded in our society. Economic and political accomplishments are," he said.

Individual values even dictate the patterns for shopping in today's world, Feinberg said. A woman today flies through a market stopping only at the checkout counter. Shoppers (many of whom are young people being taught the parents' buying habits) don't take time to compare quality and values. Store owners aware of these shopper habits do well to stock shelves vertically rather than horizontally to save shoppers the trouble of looking up and down to compare prices, he noted.

The decline of the family has been paralleled by a decline in the proper use of language, he said, another indication that the value system is eroding.

Economists don't understand the relationship of the human psyche to overall economics, Feinberg said, and approach the problems as crises rather than addressing the underlying attitudes that lead to overspending and lack of financial security.

He predicted a recession, possibly even a depression, before the American economy can be put back on a sound footing. A crisis tends to lead people back to basic values, he said.

"We seem to have to have our noses bloodied before we get back to basics," he added.

NONFICTION IN BRIEF

By Caroline Seebohm

CORPORATE BIGAMY

How to Resolve the Conflict Between Career and Family.
By Mortimer R. Feinberg.

With Richard F. Dempewolff.

264 pp. New York:

William Morrow and Co.

\$12.95.

There are three kinds of corporate executives married to their company, Mortimer Feinberg tells us: "dreamers" (dreaming of the highest achievement in the corporation); "schemers" (a cross between nit-pickers and slave-drivers); and "healers" (corporate diplomats). Most corporate types apparently fit into one of these categories, and it is up to the unhappy couple to find out the best way of dealing with it. I was relieved to see these categories — no self-help book worth its uplift lacks a category or two — but Mr. Feinberg's efforts probably beat them all for gracelessness.

Never mind. He's only trying to be practical. "Capitalize on

the small things in life," he tells husbands who aren't pulling their weight at home. "It can even be just a thoughtful thing like bringing home flowers (the kind she likes best) or just getting up in the morning to see a sunrise. . . . The fact that you thought of it means more than what you do about it."

After reading this book, corporation executives will know how to give praise ("That's a great job you're doing with the kids"), and their wives will know how to listen ("Maintain eye contact. Lean forward. Repeat what he said, now and then. . . .") Mr. Feinberg even recommends suitable spouses for those he calls corporate monsters: "A seriously religious woman. Her reward will come later!"

As for the female corporate bigamists — Mr. Feinberg is much too shrewd to leave them out — here is his wonderfully perceptive advice: "The only recourse for afflicted high achiever women usually is lengthy therapy that can provide real insight into their emotional hang-ups." Thanks loads, Mr. Feinberg. How much did you say you charged? ■

Some corporations are beginning to recognize the value of stable family life for their executives, he said, with some even offering financial incentives to those who stay married. Most businesses, however, still reward the hard-driving, ambitious executive who is willing to sacrifice family life for success.

As more and more segments of society begin to see the results of families falling apart, the return of the nuclear family may occur, he said, offering hope for the future.

Utah, with strong emphasis on families, has institutionalized the concept of family unity and may suffer less from the conflicts between business and family, he said.

Feinberg is professor emeritus and former dean of Baruch College, City University of New York and now directs an executive counseling firm in New York.

If corporate executives tried only half as hard to establish and maintain a continuous two-way channel of communication with their wives and children as they do with their business associates, a most serious problem of family life could be alleviated, if not solved.

This is the burden of a book, "Corporate Bigamy," subtitled "How to Resolve the Conflict between Career and Family" by Mortimer R. Feinberg with Richard F. Dempewolff (245 pages, William Morrow, \$12.95).

Feinberg, a Ph.D. and professor emeritus at Baruch College, City University of New York, is chairman of BFS Psychological Associates, executive counseling firm. For the past 25 years, he has lectured all over the world on corporate bigamy, a term he coined. Dempewolff is a freelance writer.

The authors' definition of corporate bigamy: "Our bigamist (he or she these days) usually is a top-echelon professional or business person who is married to both a job and — often incidentally — to a human mate. And the corporate bigamist of most interest here is the one for whom the number-one mate in the company-homestead harem is the job. Obvi-

'Corporate Bigamy': the crime, the cure

ously, the dichotomy between job and family spells stress. The corporate bigamist, at best, is devoted to one and dedicated to the other. At worst, he has completely abdicated the family role for the more (to him) stimulating and challenging excitement of the business battlefield."

A further description: "Not all workaholics are necessarily corporate bigamists but virtually all corporate bigamists are workaholics to some degree. Habitually, they put in 60 to 100 hours a week on the job. A briefcase goes home with this type of fellow on the few nights a week he gets home, and he may read, dictate into a machine or burn up the long-distance phone lines half the night and all weekend."

Surveys conducted by BFS among corporate wives indicate a high percentage of intact first marriages. But the majority of these marriages are a far cry from "happy" or "successful" by any definition. Apparently, they have endured because most chief executives of old-line corporations are conservative and still hew to the image of "the solid family man as a reflection of responsible stability in the business world. Such men will do everything in their power to avoid any public hint of a domestic background that is anything but tranquil."

The corporate bigamist, the authors continue, "always has a bagful of excuses or, more properly, 'rationalizations.'" They add, "One is 'I'm really doing it for you and the kids.' Nonsense. He wouldn't have any other life. He thrives on long hours and hard work. He picked this kind of life to satisfy an inner need. Another al-

ibi is, 'I'm a very busy man. The company demands every working moment I can spare. I just can't give you and the children the time you insist that I should spend — much as I'd like to.' That last is a lie, of course. He wouldn't 'like to' at all. One wife says: 'The kids and I are not really like a family but are more like the retinue of a championship fighter. Everything is geared to getting daddy ready to go back to the war on Monday morning. Apart from that, we don't exist.'

Feinberg has divided corporate bigamists into four major classifications:

1) The "monster" type — in any context other than work or career, the person is "monstrously impossible to live with." Charles Revson was an example of the "monster" type. He would call a

meeting for all his top brass for 8 p.m. on July 3. The only item on the agenda would be: "Why do we have so much trouble holding on to key executives?" 2) The "Janus" type — a creature with two faces looking to opposite directions. Like the "monster," he has an instinct for the jocular that may serve him well in business but can be self-destructive in the family situation. 3) The "Abraham" type — he is the counterpart of the universal father. 4) The "need achiever" type — because he sets goals for himself at home as well as on the job, there is more hope for him than for the others.

Most top-echelon women fit into the "need achiever" category. One of these women is Jane Cahill Pfeiffer, chairman of the National Broadcasting Co. She once turned down an offer to be-

come U.S. secretary of commerce because, "My marriage is my first priority." Her husband is a vice-president of IBM.

More and more corporations are coming to an awareness of the conflict between job and home and are taking such relief steps as permitting executives, without penalty, to decline to relocate or postpone vacation plans.

"A man who loves his family can always find time for them," the authors assure. "To build a lasting relationship — or to repair a deteriorating one — time must be found. It is there for the finding. The corporate bigamist can always stretch his day to see an important customer or handle a major deal. We make time for the things we enjoy. The problem is not lack of time but lack of motivation to get involved in the af-

fairs of the home."

When the psychologist questioned a corporate head about the effect of job pressures on his home life, he replied: "I have no pressures on the job. I take no calls from home."

The concluding advice: "If an executive is to provide a warm, personal image to match the more easily communicated image of strength and success, he must WORK at being a husband and father, she at being a wife and mother. Any corporate executive or career professional person knows that the lifeblood of business is communication. Family relations are no different. Problems are solved mutually, not by one-way pontification. The successful executive should treat the family with as much care as a multimillion-dollar contract."

Corporate bigamy: It's sin against your family

By Mark Faris

Knight-Ridder Newspapers

AKRON, Ohio — You return home from a hard day at work, vibrating like a tuning fork, still keyed up with the rigors of earning a living.

You have subjected yourself to the daily tribulations of the job to improve the quality of life for your family.

The furthest thing from your mind is making small talk with your wife and kids, listening to what took place in the household during the day — and thus improving the quality of family life.

According to Mortimer Feinberg, a 58-year-old industrial psychologist, this is a common problem faced by North American families.

He calls the problem *Corporate Bigamy* — at least that's the name of the book (published by William Morrow) he's written about it.

Feinberg, chairman of the board of New York's B.F.S. Psychological Associates Inc. and professor emeritus at the City University of New York, says that corporate bigamy is by no means peculiar to executives.

"It affects people on all levels," he said, "doctors, lawyers, truck drivers, rubber workers, steel workers, salesmen, everybody."

"You can detect it in the traditional family when the guy keeps coming home and complaining to his wife that 'I'm solving this big rig problem and I'm running this big truck and I come home and you complain that the kid totalled the car and he's smoking pot and you can't handle this chicken coop when I'm out handling all these big, important things.'

"Those are the first signs," Feinberg

"When the man isn't dealing with

the realities, when he's not bringing his problem-solving skills to the home, but leaving them on the doorstep, instead."

The first step in dealing with corporate bigamy, Feinberg says, is recognizing the problem exists.

"The next step should be initiated by the spouse.

"The wife can point out the reality that his business career is important, but that it is transitory and that his family is his responsibility and becomes his perpetuity and that the children need more of his time," Feinberg said.

"I think she should encourage him to take trips with his children. I think she should encourage him to spend more leisure time — if possible — with his children, to involve his son in his golf game or his tennis or whatever.

"I'm not saying the guy should give up his own personal leisure time. I just think he should learn to involve his family more.

"I think it's also important that the wife point out that he is a good provider and that he is helping the family economically but that the children need him emotionally as well."

A working person should allocate a certain amount of time as family time.

"I think," Feinberg said, "that at least one day over the weekend and at least one evening during the week is a minimum.

"And this should be uninterrupted family time, a time of high-quality interaction among members of the family.

"It is also important during this time not to expect perfection from the family, especially the children. The home is a place where you should be able to be imperfect."