

# FORUM

## There's a price for leadership

Don't wait for someone else to make all the calls.  
-Walk the Talk



### Motivational Moments

Nigel Alston

A diamond is a chunk of coal that made good under pressure.  
-Anonymous

What does it take to be a leader? Is it something you can pay for in dollars and cents? Or, does it exact a physical toll also? And just what is this thing called leadership? Leadership has its costs. That's what international business consultant, Jim Crupi says. There are also perils: excessive pride, popularity, indispensability and abuse of power. Whether you are a leader - someone is following you - or in a position of leadership, you risk the dangers of leadership.

Sometimes you take yourself too seriously and get caught up in believing your own "press clippings." This belief has led many a leader to feeling indispensable and proud. There is nothing like sticking your chest out and taking credit for a job well done and believing you did it alone.

"Leadership requires commitment," says a senior executive. "Once you commit you move forward and eliminate internal conflicts. You are willing to accept the costs associated with the task of leadership. Crupi also suggests

that leaders pay a price for leadership in the following ways: a cost to others, opposition, rejection, fatigue, loneliness and mistakes.

It has been thirty years this month since Martin Luther King, Jr. was assassinated. The cost of leadership was very expensive to him. Who does a leader go to when others are looking to him to always have the answers. An incident in "Martin & Malcolm & America," by James H. Cone, describes King being unable to cope with his frustration and despair.

Shortly after returning home from a committee meeting concerning the bus boycott in 1956, he received a call. "N—r we are tired of you and your mess now, and if you are not out of this town in three days, we're going to blow your brains out and blow up your house."

He bowed down over a cup of coffee and prayed a prayer. "Lord, I'm down here trying to do what's right. I think I'm right. I think the cause that we represent is right.

But Lord, I must confess that I'm faltering, I'm losing my courage, and I can't let the people see me like this because if they see me weak and losing my courage they will begin to get weak."

"Almost out of nowhere," he said, "I heard a voice. Martin Luther, stand up for righteousness. Stand up for justice. Stand up for truth. And lo, I will be with you, even until the end of the world." He was ready to face anything after that experience.

He paid the price when the pressure was on. He was like that chunk of coal made good under pressure.

Part of the hidden cost is the sacrifice you have to pay.

In the "Long Walk To Freedom", Nelson Mandela tells about his sacrifice through struggle, setback, hope and triumph. His sacrifice cost his marriage and separation from his children. He began his autobiography in 1974 during imprisonment on Robben Island. The manuscript he kept

with him was discovered by authorities and confiscated. Thanks to his friends, the original manuscript reached its destination and he resumed work on it after his release from prison in 1990.

He sacrificed 27 years of his life in prison. He did what he had to do!

While he was committed to his convictions, the price he paid was a tremendous cost to his family.

"It is not the critic who counts," said Theodore Roosevelt, "not the man who points out how the strong man stumbles or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes short again and again because there is no effort without error and shortcomings, who knows the great devotion, who at best knows in the end the high achievement of triumph and who at worst, if he fails while daring greatly, knows his place shall never be with those timid and cold souls who know neither victory nor defeat."

Leadership has its costs!

Nigel Alston is an executive for Integon Insurance Company.

## Let's clear the air

Not long ago in a not too distant place, an industry happened upon the perfect product. It was cheap to make. It made its users feel good, and it was very addictive.

The business world marveled at this discovery, and rushed to reap what seemed to be endless profits. Even when it was discovered that the product, when used as directed, would kill its users, the crafty captains of industry fretted not. They would make up for the loss with new markets.

They set their sights on African Americans, who smoked far less in the 1950s than people in other communities. They began by spreading their money to every cause and institution that African Americans hold dear.

They funded their music, their art, their concerts, their schools and their churches. They gave money to African-American family reunion groups and sponsored family reunion storytelling contests for children.

African-American streets, buildings and homes bore larger-than-life signs proclaiming the product's "benefits."

The industry became so ingrained into community life that few protested when the death toll among African Americans, as a result of this product, climbed to more than 50,000 annually.

Unfortunately, this is not science fiction but the real-life story of the tobacco industry's targeting of African Americans. Recently leaked documents show how Big Tobacco plotted to addict African Americans to high nicotine, mentholated cigarettes. These documents demonstrate, in cold-blooded detail, how tobacco industry executives



### Guest Column

Makani N. Themba

saw African Americans as a growth market for the tobacco industry. Not content to simply market products, the tobacco industry pioneered promotional campaigns that made tobacco a central feature of African-American life. Few African American leaders have expressed concern in the face of these disclosures. They simply owe Big Tobacco too much.

While most African-American leaders go about their business in silence, President Clinton ponders a limited offer of legal immunity to the tobacco industry in exchange for a cash settlement. The money, according to the Clinton administration, would go to fund child-care policies and other family programs mostly for the middle class.

These negotiations have virtually ignored the millions of African-Americans living on the front lines of the tobacco wars. Few African-American victims of the tobacco industry can retain high-priced litigators or afford the time and energy of a protracted civil suit. Most are battling for meager insurance benefits and for their lives.

Tobacco has caused more death and destruction in the African-American community than illegal drugs, alcohol, AIDS and violence combined. Hundreds of thousands of black children suffer from exposure to

secondhand smoke in the form of asthma and other respiratory illnesses. A 1993 Center for Disease Control study showed that African Americans are least likely to be advised by their doctors to quit smoking. According to a University of North Carolina study, up until 10 years ago African Americans were more likely than any other group to receive medical advice to start smoking for stress and weight management.

Clinton's consideration of tobacco industry immunity in the face of this suffering is ironic, to say the least. Under "The Individual Responsibility Act of 1995," greatly decreased support to communities left to deal with the great tobacco industry's

impact. Community clinics and hospitals have been shut down. Access to medical care has been limited, and basic financial support for families has been slashed. Any offer of immunity can only increase the burden on communities while letting the industry off the hook.

The newly released documents show the industry's sinister intent to addict African Americans to the most deadly of its brands. The havoc it has wreaked and the profits it has reaped are too immense to allow it to simply buy its way out. Instead of immunity and settlement, Clinton should tell the tobacco industry to pay its fair share with no strings attached.

That's the least it can do for the African-American community.

Makani N. Themba is co-director of The Praxis Project, a media and policy advocacy organization based in Oakland, Calif.

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### NOTICE OF A CITIZENS INFORMATIONAL WORKSHOP ON THE PROPOSED INTERSECTION REALIGNMENT OF SOUTH MAIN STREET AND WAUGHTOWN STREET

Project 9.8091857 U-2926 Forsyth County

A citizens informational workshop will be held on Thursday, April 23, 1998 in the Vintage Theatre located at 7 Vintage Avenue in Winston-Salem. This will be an informal open-house workshop conducted between the hours of 4:00 p.m. and 7:00 p.m. Those wishing to attend may do so at their convenience during these hours.

The purpose of this informational workshop is to present information, answer questions, and receive comments during the planning and early design stages of the proposed realignment of the South Main Street (SR 2456)/Waughtown Street intersection. Information presented at this workshop will be general in nature because no detailed designs have been developed. Public comments will help determine the best design for the project.

Representatives of the Department of Transportation will be available to discuss the proposed project with those attending. Anyone desiring additional information about the workshop may contact Ms. Yvonne Goldblatt, North Carolina Department of Transportation, Planning and Environmental Branch, P.O. Box 25201, Raleigh, NC 27611 or by telephone at (919) 733-7844 - Extension 214.

NCDOT - in compliance with the American's With Disabilities Act - will provide auxiliary aids and services for disabled persons who wish to participate in the workshop. To receive special services, please call Ms. Goldblatt at the above number to give adequate notice prior to the date of the workshop.

### NOTICE OF AN OPEN-HOUSE PUBLIC HEARING ON THE PROPOSED WIDENING/IMPROVEMENTS OF LEWISVILLE-CLEMMONS ROAD FROM PEACE HAVEN ROAD TO US 421 TO INCLUDE US 421 INTERCHANGE REVISION

Project 8.2623601 U-3119 Forsyth County

The North Carolina Department of Transportation will hold the above open-house public hearing on Tuesday, April 21, 1998 from 4:00 p.m. to 7:00 p.m. in the Southwest Elementary School Cafeteria located at 1831 Southwest School Drive in Clemmons. Interested individuals may attend this hearing at their convenience between the above stated hours. Division of Highways personnel will be available to provide information, answer questions, and take comments regarding this project.

A formal public hearing regarding this project was conducted on December 8, 1997 in the Southwest Elementary School Auditorium. Changes to the original design have been made based on updated traffic projections and verbal/written comments received from the public hearing process.

This project proposes to widen/improve existing Lewisville-Clemmons Road from Peace Haven Road (SR 1891) to US 421 - a distance of approximately 2.8 miles. The recommended widening consists of a four-lane roadway separated by a raised grass median with curb and gutter from Peace Haven Road to the US 421 Interchange. In addition, safety improvements have been proposed at West Forsyth High School. The bridge over US 421 will be replaced. The interchange at US 421 will be revised as part of this project.

Plans setting forth the location and design and a copy of the environmental document - Environmental Assessment - are available for public review in the Lewisville Town Government Complex located at 6550 Shallowford Road in Lewisville; in the Clemmons Town Government Complex located at 3715 Clemmons Road in Clemmons; and in the North Carolina Department of Transportation's Division Office located at 2125 Cloverdale Avenue in Winston-Salem.

Representatives of the Department of Transportation will be available to discuss the proposed project with those attending the Public Hearing. Anyone desiring additional information may write to Mr. L. L. Hendricks, Citizens Participation Unit, P. O. Box 25201, Raleigh, NC 27611; telephone (919) 250-4092; FAX (919) 250-4208; or email lhendricks@doh.dot.state.nc.us.

NCDOT - in compliance with the American's With Disabilities Act - will provide auxiliary aids and services for disabled persons who wish to participate in the hearing. To receive special services, please call Mr. Hendricks at the above number to give adequate notice prior to the date of the hearing.

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