

Trustees show restraint -- difficult since they are "informed, articulate & opinionated." Offer "an acceptable variation of 'no comment'" when questioned, because pres. is spokesman. Media won't mind if this is explained. Can help greatly by 1) giving speeches, 2) defending & supporting pres., 3) opening own media contacts to pres. & staff, 4) thanking media & others, 5) working on opinion leaders, community groups, gov't etc.

PR BELLWETHER

Every practitioner should keep eye on higher education. Not only as alumni, friends, consumers -- but to judge current tenor of public demand for accountability. Passion for reform cooling or heating? How materialistic society treats egghead institutions may give useful clues to other sectors.

-- Pat Jackson

Staff speaks about, not for, the institution. Everyone leaves controversial matters to pres.

CHINA & JAPAN OPENING TO WESTERN PR COUNSEL, SAY EXPERTS; ADVICE FOR WORKING THERE

China & Japan represent untapped public relations markets, according to international counselors. Japan depends heavily on exports, is being pinched by the "Buy American" push. China wants technical expertise to aid internal development. Practitioners interested in either country are advised to proceed with caution & Oriental patience. Both are wary of exploitation.

"We tend to underestimate cultural differences," says Robert Mayall, pres., Gray Consulting Group (NYC). Also practitioners often "overestimate their feel for international relations." The Japanese, for example, value conformity & reserve. They have traditionally eschewed protecting their export market "as a matter of courtesy -- not wanting to meddle in other nation's affairs." Now that attitude is changing, he told prr. Some companies like Hitachi and Sony are "awakening to the need for positive public relations."

Go slowly in dealing with the Chinese, advises Seattle counselor Jeri McDonald. Country is besieged by shortages of basics such as hydroelectric power, telephone lines, good roads. Chinese want American know-how but also want to direct own development. Stress "developmental ideas," she advises. Both Mayall & McDonald caution against "development euphoria." "China will not be able to enact 5% of what she plans for the next five years," Mayall predicts.

McDonald sees some opportunities for public relations assistance in developing American export market to China. Tourism & cultural exports are expanding and expected to generate capital for industrial development, she says. Chinese marketing efforts are "often clumsy." She recounts seeing an ad for fur coats which featured Chinese model wearing a long blonde wig.

Mayall advises using cultural specialists "the same way you would hire a technical writer if you were representing a computer firm." In working with the Japanese, veteran counselor Dr. Michael Solomon, Cover, Cooper & Lewis (NYC) has found "forming a personal relationship is important." Solomon & Mayall agree Japan's next expansion into U.S. economy will come thru building plants here. One argument Solomon has found persuasive in convincing Japanese of necessity for public relations is the predominance of pr dep'ts in American companies & their practice of retaining outside counsel.

(McDonald suggests that companies interested in exploring opportunities in China contact the China Trade Council in D.C.)

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REALISTIC GOVERNMENT RELATIONS & LEGISLATIVE PROGRAMS
EMPHASIZE COMPROMISE, FOCUS ON INTERNAL CONSTITUENCIES & GRASSROOTS,
FACE UP TO IN-HOUSE DIFFERENCES, COMMUNICATIONS DIFFICULTIES

Ralph Frede comes to the podium. Says, "I've been asked to speak on the key to successful gov't relations. Well, it is: honesty in word and deed. (pause) I've enjoyed being with you today." Sits down.

After the laughter at his audacity, the well-known vp-pa at Baylor College of Medicine (Houston) sets this scene for viable legislative programs: Politics is the exercise of power in public decisionmaking. Successful politicians are those who can get compromise between conflicting groups. Therefore prudent programs:

1) temper their desires with the rights & needs of others, 2) make clear their realization that no institution or cause exists in a vacuum, 3) work on reducing conflicts as rigorously as on finding mutuality of interests.

Supporting this view, Charles Wheeler, vp-pa, Sun Oil says "We put the country first and the company second." Adds Charlie Kittnell, evp, Phillips Petroleum, "We lost the battle of the Windfall tax, so now let's get on to solving the energy problem despite it." Gov't & the oil industry are linked "as in a marriage; let's take a lesson from the marriage counselors." Don't jump to conclusions advises Eugene Kline, vp-pa, Bethlehem Steel (Bethlehem, Pa.): "No sector's support or opposition should be taken for granted." They spoke at PRSA's Southwest District Conference in Tulsa.

Kline Sees Internal Issues As Key

Bethlehem's gov't rels. & communications functions are in same dep't because "Print and personal communications are used in close conjunction in gov't programs, perhaps more so than elsewhere." This one-clear-voice approach is the key to credibility. "We must correspond the written & spoken word." But you have to deal with mixed attitudes in your own organization, such as:

LEGISLATIVE AUDIENCES
AS SEGMENTED BY FREDE

1. Legislators (or Congress)
2. Governor (or President)
3. Aides, staff, researchers, etc.
4. Major contributors to each legislator
5. Major volunteers for each legislator
6. Employees, members, alumni, own PACs
7. Formal party leaders
8. Informal party leaders or voting bloc leaders
9. News media
10. Other lobbyists, especially opposition
11. Voters: the grassroots

1. "The great wall of might" -- i.e. speaking on an issue might cause trouble. This "mortal enemy of telling it like it is" produces messages that are counterproductive because unwillingness to share comes thru.
2. "Tell 'em only what they absolutely need to know" -- comes across as a coverup.
3. "You can't do that to us, it's un-American" -- defensiveness or negativism, fails to address issue.

Oil Execs Tell How To Avoid Their Mistakes

Kittrell says the oil industry was "flabbergasted" by how to deal with the '73 crisis. "Previously we were in the double green stamp and outhouse business, trying to outdo the other guy." Industry's response consisted of "broad strokes to the general public containing too much information." Now feel they should have sent "carefully tailored messages to specific audiences based on mutual interests."

In trying to reach gov't, Wheeler thinks industry caused own problem. 1) Assumed Congress & officials knew more about business world than they did. 2) So, communicated at wrong level -- with charts, statistics, legal & engineering language.

"The other side spoke plain English."
3) When didn't get response, gave up too easily. His proposal for effectiveness:

¶ Grassroots lobbying is more important than what we do in the Capitol.

¶ "We must show & tell; we can't just say it's right."

¶ CEO must be on leading edge of gov't rels. program. "It's been left too long to lobbyists."

¶ Keep Washington (or state capital) office small, bring in experts from operations for believability. Sun does not believe in huge Washington staffs like others do.

¶ Internal constituencies are vital: employees, shareholders, retirees, user groups.

¶ PR "ought to answer right to CEO." It is "most important professional group in the nation. Today it's really a pr battle."

MUSIC THERAPY IS NEW DIMENSION IN EMPLOYEE/CONSUMER RELATIONS -- PLUS RISING USE WITH A-V MEDIA

Music's ability to instill mental states can improve employee & consumer relations and increase productivity, according to Southwest Airlines mgmt dev't spec. Tony Brigmon. "Music has a

brainwashing effect," he told pr. "Tunes can be used to create an atmosphere of receptivity to ideas." Increasingly a-v specialists use music to strengthen impact of messages. But few besides dentists have applied principles of music therapy to the office setting.

One scenario Brigmon constructs has supervisor giving constructive criticism to worker. "Music can be used to take most stress from the situation. Under ordinary circumstances, criticism can drain the employee's energy, put him on the defensive, actually be counterproductive. But the right kind of music, combined with a focus on desired future behavior instead of present failings, should bring a good response."

3 GROUPS IN CONGRESS

Saints = one-third for you all the time.
Sinners = one-third against you all the time.
Savables = one-third in the middle, the swing votes.

Strategy is to win over half of the savables, which gives you a majority, counsels Wheeler.

Choice of music should be tailored to: 1) present emotional state and 2) change desired (see box). By instilling self-esteem, positive lyrics can improve productivity. "An office troublemaker is almost always a victim of low self-esteem. If you don't feel good about yourself, you have a compensatory need to act badly to others." But positive music "can eventually produce a behavior change -- music and lyrics will disperse subconscious stress," Brigmon finds.

HOW TO MAKE MUSIC WORK		
<u>Present State</u>	<u>Desired State</u>	<u>Music to Select</u>
listless, tired, apathetic	energetic	loud volume, fast tempo, equal bass/treble or bass (e.g. Liszt's Hungarian Rhapsody)
tense, nervous, excited	calm, relaxed	soft volume, slow tempo, bass if mentally tense; treble if physically tense (e.g. Grieg's "Morning," Peer Gynt)
mentally/spiritually diffused	focus concentration	low volume, slow tempo, treble composition (e.g. Shubert's Ave Maria)
too intensely focused	widened consciousness	soft volume, fast tempo, treble composition (e.g. Offenbach's "Can Can," Gaité Parisienne)
inability to meditate, get out of self	relax, attunement	loud volume, treble or melody slower than bass and balanced composition (e.g. Beethoven's Symphony No.5)

He is a professional speaker for Southwest Airlines. Gives presentation on "Music... Your Stress Thermometer" at conferences nationwide. For details on potential applications of music, Brigmon suggests BK - Behavioral Kinesiology by John Diamond (Harper & Row, 1979).

HIGHER EDUCATION SEEN NEXT TARGET, CASE PRES., AN EX-COLLEGE PRES. HIMSELF OFFERS COPING PLAN (USEFUL TO OTHERS ALSO)

Predictable next target in court of public opinion is higher education. Every other sector has been thru the ordeal: business, gov't, schools, healthcare, religion. Until now, seller's market & gov't funding kept public from effecting change in colleges & universities. Decline of young population, end of veterans' education programs, recession will force accountability in '80s.

But this is an unequalled opportunity as well, feels Jim Fisher, pres., Council for the Advancement & Support of Education. If colleges are responsive, not resistive. Provided public relations at its highest level is practiced by administrators. His plan, as shared with a conference of college governing boards:

President is spokesman. Assisted by board chairman as feasible. A written pr policy of highest professional quality guides their actions (and those of staff). Policy is made public, conveys respect for & appreciation of the media.