

Two Modern Satellite Network shows cater to this type of advertising. "Viewpoint" provides a forum for business & industry spokesmen to address their concerns and attitudes. Show is done in interview segments.

"The Home Shopping Show," cable's first smash hit, is blatant product promotion. Hosted by celebrities, "guests" are advertisers who demonstrate their products. Instead of the compact selling of broadcast tv, advertisers can take 9 minutes or a full half hour to demonstrate the product in-depth. Audiences have been loving it since Sept '80.

Temporary Commission on Alternative Financing for Public Telecommunications, mandated by Congress, will involve 10 radio & 10 tv outlets in an 18-month test of advertising. Commercials would be clustered so as not to interrupt programs. Problem has been finding stations to participate. Most fear effect on audiences accustomed to freedom from commercials.

ITEMS OF INTEREST FOR THE NEW YEAR

Public opinion survey for promotional purposes: is it legit? "The Merit Report" asks 10 questions on life style & issues every other week. Sponsor is Philip Morris' Merit cigarettes. GASP (Group Against Smoking Pollution) charges this is "a clever way to get around the 1970 ban on tobacco advertising on tv," where survey results are aired.

World's Fair in Knoxville is viable '82 happening, as China signs up for its first appearance ever at such events. 18 other nations including U.S., Canada, Japan, U.K., Saudi Arabia, will join 4 states, 27 corporate & ass'n exhibitors for 6-month run starting May 1. Lodging reservations are going fast, reports Fair management. Over \$100 million in corollary construction is going up in the city. Tie-in possibilities are endless, and of course encouraged. Energy is theme, Sunsphere is central structure. PRSA's annual Institute will take place nearby in June.

To be sure clients know the difference, The Adams Group's letterhead proclaims the firm's work to be "Advertising, Public Relations, Marketing Communications."

"Bibliography 1982" contains 236 publications in 30 categories. Books, directories, periodicals in public relations, public affairs & communications are listed with prices & publishers. New listings are marked for quick reference. Annual compilation is a service of PRSA's Information Center. (Copies free if stamped -- 37¢ -- self-addressed, #10 envelope is sent to the Center, 845 3rd Ave, 12th Fl, NY 10022)

LANGUAGE LESSON

"Roy L. Williams, a black who heads the Urban League in Detroit, formerly was on the staff of Gov. William Milliken. His job was to serve as liaison between the white governor and the black mayor (Coleman Young): 'I was the one who 'married' the odd couple.

'My job was to make sure for the governor that when he said 'gosh darn,' the mayor understood he was good and mad. And when the mayor called him a 'mother-_____, ' he (Milliken) understood that the mayor didn't mean anything dirty."

-- Boston Globe 12/20/81

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PRODUCTIVITY: THE KEY WORD IN '82 FOR ALL SECTORS OF THE ECONOMY;
WHAT IS THE ROLE OF PUBLIC RELATIONS IN IMPROVING IT? FIRST,
GETTING THE "RULES" OF BEHAVIORAL SCIENCE ADOPTED IN THE WORKPLACE

Every organization needs increased productivity in the current economic climate -- or "innovation & productivity" to use the more positive phrase. Corporations require it to meet worldwide competition. Nonprofits to survive as traditional funding sources, especially gov't, fall off. Gov't agencies to meet demands that public sector costs be reduced. If ever there was an opportunity for public relations professionals to demonstrate counseling & change-agent skills, this is it -- because managers everywhere are signaling their inability to grip, even understand the issue. Flogging the employees & blaming scapegoats won't do the trick.

Cases in point. 1) Many managers are slow learners. Productivity techniques so touted in Japanese industry were developed in the U.S. & U.K. beginning in the '50s. They've been taught in American colleges for a decade -- especially business schools. And, as consultant John Cicco points out, small business has traditionally employed them.

2) Ads for Michael Maccoby's new book, The Leader, claim the new managers "set people-oriented goals," are "concerned more with building trust & generating long-term productivity than 'winning the game' and advancing their careers." The "dominant management model of the next decade" will be "humanizing work." That executives still need to be told such things is an indictment. That Maccoby wrote this book also says something. His previous bestseller was The Gamesman, and he did job enrichment studies at Harvard in the '60s.

CONVINCING IS NEEDED

Evidence that managers haven't caught the spirit is provided by a Fowler-McCracken Commission survey. Reps of leading international businesses were asked to rate 46 wide-ranging proposals "to increase the innovation/productivity capabilities of companies in the U.S. marketplace." Ranked 9th was "worker participation in problem-solving," behind tired suggestions like "reduce regulatory red tape" (#1) & "stability & predictability in regulatory guidelines" (#2).

Top 5 choices blame gov't regs for the problem. Improving managers' understanding & skills wasn't even in the survey. It appears that 40 years of research on what motivates or inhibits workers has not convinced executives of the human factor. Frederick Herzberg's classic studies don't mention regulation. They found employees turned on by such qualities as achievement, recognition, advancement, growth; and turned off by company policies & administration or poor supervision -- all human factors.

Hopeful note. Respondents gave 6th position to "develop executive compensation system to reward managers for long-term profitability, as opposed to short-term financial gains."



Productivity Equals Desire
-- That Is, Attitude

Easy technological advances are hard to come by in the Information Era. Those available also carry productivity inhibitors. Robots, for example, cause job loss which will hardly motivate remaining workers, and effect of unemployment on GNP negates the gain. The answer, as every foreman knows, is "work smarter, not harder." Increased productivity is a matter of psychology, not technology. It is the people factor that counts. It is an issue for public relations.

Reviewing the publics involved, practitioners must ask whether it is the work force or management -- or both -- whose attitudes need adjustment if the goal is to be attained. The standard definition of management is "getting things done thru people." This suggests that even if the workers in a particular place are slowing productivity gains, it still is the responsibility of management. The public to concentrate on, therefore, is managers.

The Resource Pool
Is Behavioral Science

Ironically, trained managers have studied Argyris, Herzberg, McGregor and other proponents of the human side of workplace performance right along. But have not applied what they learned, or rejected it for macho management styles still so noted among MBA graduates. If all practitioners can do is gain managerial acceptance & application of the two "rules" of psychology in their organizations, the impact will be great:

1. Involvement leads to commitment; people will carry out those decisions they participate in making. (How are decisions made in your outfit?)
2. There must be a payoff; people will do those things for which they are rewarded or compensated. (Does increasing one's productivity (or the dept's) truly pay off in your organization? Is it in job descriptions . . . performance reviews . . . wage increase formulas?)

(Next week: a review of QWL -- quality of work life -- as one method for capitalizing on the human factor)

AS BUSINESS & THE ECONOMY MOVE ONTO PAGE 1,
EDITORS' PREDICTIVE SKILLS SHARPEN, SAYS H&K

Ability of biz eds to foresee what will be news is shown in Hill & Knowlton's 9th annual survey. Last year respondents correctly predicted 5 of 6 issues:

Key 1981 Stories, As Predicted

1982 Predictions

1) Reagan administration's handling of the national economy; 2) runaway inflation at the international level; 3) serious decline of the U.S. auto industry; 4) crisis in housing; 5) growing unemployment; and 6) sharp increase in the stock market (wrong).

1) Reagan administration's handling of the recession; 2) spiraling unemployment and its social & economic consequences; 3) gyrating interest rates and the degree to which inflation can be brought under control; and 4) sharp increases in the number of mergers, acquisitions and business failures.

Toney File, svp for fin media rels, feels "the business media is growing immensely in sophistication. There has never been a time when so many of the people who report business developments have had the degree of financial education and plain

business savvy they now use routinely. We're seeing the same trend in both print and broadcast reporting of business news. It means that business is getting more space and a fairer shake in the media than it ever has before."

THE PRACTICE OF PUBLIC RELATIONS, 1982

In the revitalization of the court of public opinion underway since the 60s, a broader scope has been opened to public relations professionals. The innumerable case problems shared with us each year mandate 6 roles for the contemporary practitioner:

1. Researcher. All sound pr begins with research. And ends with it, in the form of evaluation. More than half the steps in the public relations process involve research. (Additional training needed: informal research techniques, automation.)
2. Counselor. The basic skill whatever your job. Does no good to be a great tactician or strategist if you can't persuade colleagues to adopt your ideas. (Additional training needed: O.D., organizational behavior, systems theory, policy sciences, diplomacy.)
3. Strategic Planner. Enables organizations to move from reactive to proactive. Major policy-making influence. (Additional training needed: trend analysis, futures research.)
4. Educator. Public relationships are not created or "handled" by us but by everyone in the organiza-

tion, at every level. They must be made aware of this responsibility and trained to carry it out. Our job is to do the teaching. (Additional training needed: learning theory, group psychology, motivation.)

5. Communicator. Our original assignment, now immensely complicated by emerging technology. Internal, external, print, film, broadcast, mass, personal -- practitioners must master all. (Additional training needed: diffusion process, the 6 methods of persuasion, graphic psychology, advertising.)

6. Cheerleader. Every group needs cheering on or up. Basic human psychology. Who is better able, or situated, to do it? (Additional training needed: cultural anthropology.)

-- Pat Jackson

IT LOOKS LIKE NO BROADCAST MEDIUM
WILL BE WITHOUT ADVERTISING AS
CABLE, PUBLIC RADIO & TV BUCKLE

Cable was originally sold as programming free from commercials. Viewers are seeing more ads as a way of keeping costs down, advertisers see it as the welcome wave of the future. Much of the paid time appears as show content, not commercials.

Cable for advocacy, institutional ads offers the ability to expand on material at length, instead of a 30 second spot. Without the regulatory constraints of tv, advertisers can develop "thoughtful, convincing commentaries," says Robert Finehout, vp, Modern Talking Picture Service. He explains that the 30 sec. vehicle does not do "justice to the gravity or significance of the message." Messages can be "the show" on cable. Presented with flair and style, they use celebrity hosts and "cable-oriented graphics."