

airing of problems brought better understanding of needs and constraints of both parties (see t&t 4/26 on media seminars). Names of new watch commanders are given to media to keep their contact lists up-to-date. Watch commanders are also trained to call media with positive stories, not just react to crises.

Public Relations Program Features Open House

Albuquerque PD now has no public relations professional on staff, but senior officers take public relationships into decision making. PIO position was eliminated when media complained of time lag in getting information. But Chief Whitey Hanson attempts to maintain a positive pr program as well as media relations. Public information number is manned 24 hrs a day. Twelve weeks basic training of recruits includes community input from special publics -- handicapped, elderly, minorities, etc. Department finds annual open house more effective than occasional visits by Boy Scouts, school groups.

Open house invites general public to see crime lab; find out how detectives work; get update on communications system; admire the horses & police dogs; look at exhibits; watch displays by police dep't, e.g. rappelling down a wall; climb over fire engines loaned by fire dep't. Chief Hanson is there to greet visitors thruout day. Publicity includes fliers, psa's. Experience shows Sunday afternoon is better time than Saturday for an open house.

ORGANIZATIONAL VIDEO SYSTEM OF FUTURE EXISTS NOW AT JET PROPULSION LAB

Jet Propulsion Lab's video system, operating since 1964, is sophisticated in comparison to normal industry systems. "Its principal role is to service public affairs. That means coverage of all major press conferences, briefings and dissemination of live video information regarding results of spacecraft missions that might go, for instance, to Jupiter or Saturn," Phil Neuhauser, mgr a-v comms, told prr. JPL can send video signals live to the major networks & any commercial user of the video signal. MacNeil/Lehrer Reports were broadcast live from JPL. "We recently built a tv studio as an addition. The system has a quality of dynamic growth. We try to maintain a state of the art along with expanding as our needs grow." Major transition from b&w to color occurred at the time of the Viking mission.

Another use is transmitting information to their 4000 employees. "We use closed circuit tv to 40 locations around the lab." Provides administrative information, director's message, series of monthly reports. Other uses include training purposes, employee development, covering remote events such as spacecraft launches. "We've become succinct. We use to be more florid but we've gone back to basics." Often video monitors display messages silently without fanfare.

When significant things happen that JPL employees might be interested in, video system allows them to participate. "It gives them the chance to experience something their normal work stations don't permit them to enjoy. It cements relations with other employees in the sense that they share these experiences. It doesn't become a secondary news event shared by millions on tv but rather a privileged viewing by the people who work here."

WHO'S WHO IN PUBLIC RELATIONS

PEOPLE. Ann Barkelew joins Dayton-Hudson (Mpls) as vp, corp comms...
Bob Grossman becomes pub info ofcr/

consultant for Los Angeles County Superintendent of Schools...Sheraton Hotels (Seattle) names David Marriott dpa.

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MANAGEMENT ATTITUDES SEEN AS PRIMARY BARRIER TO PRODUCTIVITY IMPROVEMENT; PRACTITIONER'S TASK IS TO BE CHANGE AGENT WITH FELLOW MANAGERS: HERE'S HOW

As public discussion & media coverage of "the productivity problem" become widespread consensus is emerging that the solution waits at the door of management -- not workers. Many traditional "macho managers" are unsure of -- or resisting -- the QWL, team-tasking or quality circle approaches that have worked elsewhere. Key question for public relations is: How can practitioners be effective change agents with their fellow managers in order to start the move toward true productivity improvements?

First step as always is awareness. Practitioners need to realize the true problem, then get management to understand it:

"I didn't see any super technology. I saw super management." (US executive to the Wall Street Journal after 2 weeks touring Japanese industries)

& resourcefulness of its workers were valuable assets, which had never been fully utilized." (Technology Transfer Institute, a Tokyo-based management consultancy)

"Commerce Secretary Malcolm Baldrige says management productivity is more of a problem than labor productivity. Managers have got to start thinking ahead, past the next quarter's report and into the next decade." (World Productivity News)

"There is a limit to what can be thought out by big shots sitting at their desks. Where 100 people think, there are 100 powers; if 1000 people think, there are 1000 powers. It is wrong for executives to act like feudal lords and not know what is going on below them. What is most important in the process of democratization is for the upper people to come down." (Soichiro Honda, founder of Honda Motors)

"A case study. In 1974, a Chicago area television manufacturing plant employed 7 inspectors for every 25 production workers. The plant's mean defect rate was 1.3 to 1.6 per television set. By 1979, new owners -- implementing Japanese participative management methods adapted to the American workplace -- increased plant productivity while reducing the number of inspectors required to 1 for every 25 production workers. The mean product defect rate was simultaneously reduced to .05 per 100 television sets. The plant's workforce was not significantly changed under the new ownership... only management's attitude toward the workers. The new owners recognized that the skills, experience

"The focus in US industry has always been 'productivity,' and for 75 years the basic management approach to achieving it has been to rationalize, streamline, simplify, cut, squeeze and apply the pressure. Top management is now returning to these basics. But applying pressure further alienates the workforce and so squeezing out more output produces a backlash of resistance and resentment." (Wickham Skinner, Harvard Business School, in a Wall Street Journal column)

"The 'one man band' in management is not the acclaimed hero he once was. Team effort, orchestrated by skillful leaders, is producing better results

than the strong, lone competitor with autocratic ways." (Holmes, Pressel, management consultants)

These statements come not from enemies of management but friends. They are generally about industrial management, but since that has been the model in US & Canada, statements can apply to any organization.

"Rules Of Thumb For Change Agents"

This is the title Herb Shepard, organization development pioneer, used for a paper summarizing his experience. In simple words he offers a guide to successfully intervening in order

to cause a change of direction:

1. Stay Alive. Above all, keep in touch with your goal. Take a stand only when that risk is part of a purposeful strategy of change, appropriately timed & targeted. Go with the flow even while swimming against it. Martyrs do not cause change.

(or more) who shares your views. Working as a team helps maintain perspective & purpose. Two heads are better than one.

2. Start Where The System Is. To communicate effectively, the change agent needs to understand how the management group sees itself & its situation -- and what the culture is. This is the great advantage of internal change agents like pr staff. They already have the required empathy.

5. Load Experiments For Success. Make sure the initial changes you get approved are the ones practically guaranteed to succeed. Don't test your thesis on the tough ones.

3. Never Work Uphill. Start with the most likely allies wherever they may be in the structure. Don't look for challenges & confrontation but for breakthroughs. Don't stiffen resistance to the desired change by arguing with recalcitrants until you have the support of everyone else.

6. Light Many Fires. To change the system, touch base first with all the subsystems (& enlist as many as possible). If you work only at the top, the bottom will get you as soon as you turn your back.

4. Change Requires A Good Idea & A Few Friends. Little can be accomplished alone. Begin by seeking out a partner

7. Keep An Optimistic Bias. People focus on their problems, their differences & the past. The change agent's job is to help them discover their opportunities, commonalities & a bright future.

8. Capture The Moment. Timing is everything.

READY OR NOT, YOU SHOULD KNOW ABOUT COMPUTER EDITING; FOG, FLESCHE TESTS OLD HAT

Editor of the future may be your computer. Bell Labs (Short Hills, NJ) has developed computer programs called Writers Workbench to identify writing errors & suggest improvements. It can 1) correct grammar, spelling & punctuation; 2) analyze style & readability; 3) suggest revisions; 4) compare one piece of writing with another. Program is based on rules from major language guides, linguistic experts & readability tests. Its style is simple English.

To create clearer prose, the computer eliminates pretentious & unwieldy phrases, changes verbs from passive to active voice and recommends sexless pronouns. Program

frees the writer from basics of grammar to concentrate on content. Its use has resulted in a 35% productivity increase in Bell's pr dep't. Long term goal is to get computer to produce documents with minimal human input. New programs are currently being developed to look at deeper features of text, such as abstractness, and to check for subject/verb agreement.

TO MAKE ANNUAL REPORTS READABLE TRY DOING ONE FOR CHILDREN

Making annual reports readable is a communications skill sought by most corporations. Wheelabrator-Frye (Hampton, NH) has mastered this technique with its Annual Report For Young People (see pr 10/30/78). "Purpose is to simplify figures, performance & operations of the company for everyone, not just kids. People like to read it because it's fun. It doesn't seem like a lot of work when it's put in simplified terms & bright colors. People understand it and enjoy reading it," Kendra Kersey, shareholder rels, told pr. 1981 report titled "The Surrey" tells story using cartoon illustrations about trading between Cactus Valley & Typhoon Bay. Concept of international trade -- imports & exports -- is explained simply.

Reports have generated volumes of reader responses. Booklet titled "Response" includes comments from readers, illustrations from past reports, company comments and explains rationale: "It is well known that these laboriously produced publications of publicly held corporations fail to inform a large percentage of their intended readers, the stockholders.... This regrettable communications problem deprives the business community of its best opportunity to be heard. By the same token, it intensifies the public's well-documented lack of understanding of the roles of payrolls, profits and other key elements of free enterprise." (For copies of both write W-F, Liberty Lane, Hampton, NH 03842)

"We find children's annual reports are an excellent public relations tool. People use them as educational resources to get kids involved in the way the world is operating, especially in the free enterprise system. We send them out on a no-charge basis -- 10s of thousands every year. It establishes a lot of goodwill."

To increase annual report readability, Hill & Knowlton and Starch INRA Hooper have joined to offer communications service that will tell who reads what -- if anything -- in your annual report. "The corporate annual report evolved from a basic legal entity into the most vital corporate communications tool a company can offer. Companies today spend anywhere from \$3 to \$7 per annual report copy and, with few exceptions, virtually nothing on finding out what readers think about their book," Richard Cheney, vice chrm, H&K comments.

POLICE IMPROVE MEDIA RELATIONS BY USING ON-SITE "WATCH COMMANDER" NOT PIO: IS THERE A MESSAGE HERE?

Lack of timeliness bedeviled Albuquerque police department's media relations when all contacts funneled thru public info officer. New policy makes senior officer (watch commander) in each geographic area the chief press contact because he goes to scene of each major incident. If he is not there when reporters arrive, policeman on the spot has training to cope with media. As in many situations, some information must be withheld.

Policy emerged from 3-day conference between city police & print/electronic media representatives, Margaret Sandoval, admin ass't to police chief, told pr. Frank