WHAT'S HAPPENING THAT PRACTITIONERS NEED TO KNOW

¶Discount for using 9-digit ZIP began yesterday. Mass mailers get a discount of either a half-cent or nine-tenths of a cent per letter. Mail that already gets a discount because the sender does preliminary sorting is eligible for an additional half-cent reduction per piece. Mailers who don't do initial sorting get a discount of nine-tenths of a cent per piece. Although the cut rate applies only to bulk business mailings, Postal Rate Commission says Postal Service should consider extending it to other mail using 9-digit ZIP. Postal Service's optical character readers & bar code sorters process about 10,000 letters an hour.

¶"New technology clause" is part of new wave labor contract between Boeing (Seattle) & International Ass'n of Machinists & Aerospace Workers. It provides 26,000 employees with company-paid training for workers who wish to improve their technological skills. Employees must attend the classes off working hours. Contract also includes a 3% annual lump-sum wage increase. By Dec. 15 of each year, each employee will receive a lump sum of 3% of the previous year's gross pay. Medical benefits stayed about the same as the previous contract.

¶Discoursing with opponents can provide a "public relations break," believes Moral Majority comns dir Cal Thomas, as when Sen. Ted Kennedy spoke at Liberty Baptist College. Invitation was extended in a note of apology after MM's computer mistakenly issued Kennedy a plastic membership card inviting him to join the fight against "ultraliberals such as Ted Kennedy." Thomas persuaded Jerry Falwell that having Kennedy speak would help dispel the impression that Moral Majority members are intolerant, closed-minded bigots.

¶17,750 active associations, organizations, clubs & other nonprofit groups are detailed in the 18th edition of Gale's Encyclopedia of Associations, 1984. Published yearly, Encyclopedia comes in 3 volumes. Volume I, National Organizations of the US, comes in 2 parts. Includes extensive alphabetical index; entries that list orgn's address, phone, exec dir, membership size, date founded, areas of concern, pub'ns, convention/meeting schedule ($170/set). Volume 2, Geographic and Executive Index, lists all the org'ns found in Volume 1 geographically as well as alphabetically by ass'n executives ($150). Volume 3, New Associations and Projects, is a "between-editions supplement." It provides full entries describing ass'ns not listed in the main volume -- such as newly formed groups. Each issue contains a cumulative alphabetical index ($165). (From Gale Research, Book Tower, Detroit 48226)

¶New computer software performs public opinion polling, targeting of swing districts, direct mail solicitation, media buying, candidate scheduling & financial reporting in compliance with state & federal guidelines. Called Campaign Manager, system will also prepare a press release in time for newspaper deadlines, compose a position paper and send out thank-you letters to donors or volunteers. Software will run on IBM or Apple personal computers. To prevent unauthorized access to a campaign's sensitive files, software is "password protected," setting off a series of alarms if an unauthorized entry is attempted. "The computer screams like a banshee if someone attempts to get in without the proper password." (Info from Aristotle Industries, 800/243-4401)

USUALLY DULL CORPORATE PHILOSOPHY TURNED INTO VIBRANT TOOL FOR ENERGIZING & ENFORCING ORGANIZATIONAL CULTURE BY MAKING IT A PARTICIPATIVE PROGRAM, NOT JUST A DOCUMENT

Is your corporate culture working for you? Every organization has one, for good or ill. It's the key to bottom line success, say many management books. They describe it as "a system of shared values (what is important) and beliefs (how things work) that interact with an organization's people, structures & control systems to produce behavioral norms (the way we do things around here)."

How does an organization develop & then communicate its culture, its philosophic roots? Dayton Hudson (Mpls), often cited for its management practices & social responsibility, embarked on a Management Perspectives program. Tangible result is the most comprehensive organization philosophy document we've seen. 118-pg, paper bound, 8½ x 11" book describes concepts pioneered within the org'n. It uses simple language -- rare for this type of pub'n -- made believable by supporting quotes from top officers over the years, giving historical perspective. Not one photo is used ... or needed.

Objectives themselves express a set of management guidelines:

1. To agree on & spell out the "gospel" that should be preserved, passed on and used as the base for future development.

2. To publish these guiding principles in a single document so they can be readily used and easily understood.

3. To do so in a way that underscores they are not the product of a single mind, or of a single generation of management, but the result of many minds over many years.

4. To introduce Perspectives to all staff & management, reinforcing its significance without infringing on spirit of consensus management or operating company autonomy.

> These quotes from Management Perspectives reveal the roots of Dayton Hudson's corporate culture:
>
> "It isn't a question of whether the customer is right or wrong; it is a question merely of whether she thinks she is right." -- Nelson Dayton, 1913
>
> "Shall we agree to start with the assumption that success is making ourselves useful in the world, and valuable to society?" -- George Draper Dayton, 1932
>
> "We must always be ready to assume our full responsibilities as citizens. This means to actively support those projects that will build a better community, and to encourage our people to participate in them." -- Donald C. Dayton, 1959

5. To lay groundwork for reinforcing Perspectives to audiences inside & outside Dayton Hudson.

Challenges   1. Chrm William Andres is a big believer in participatory decision making. Timetable was secondary to his desire for participation and consensus.

2. Reconciling diverse personal preferences was another major challenge. The chrm preferred a "definitive" work; the president, a "simple, no jargon" approach; the vice chrm, an abbreviated "bullet-point" approach; the exec comte chrm, a "historical" approach.

3. Program's development & writing was to be kept within the "lean" corporate comns staff for budget reasons. Also to gain the staff's historical perspective and reinforce its positioning & coordinating role within the org'n.

Results   1. 60 execs spent 4,675 hours discussing, debating & fine-tuning material & language for Perspectives. For the first time in DH's history its corporate philosophy was spelled out concretely.

2. Published in May, Management Perspectives covers 10 agreed-upon areas of philosophy, intersperses material from 58 speeches, pub'ns & historical documents dating as far back as 1902.

3. Corporate principals introduced Perspectives to 203 senior mgrs at 9 operating companies meetings, and to all 295 corporate staff. 3,632 copies were sent to the operating companies for each mgmt to introduce to its people. 773 additional copies have since been requested.

4. Copies have been given to the board of directors, director consultants & major shareholders. 250 copies will go to key external audiences such as analysts, journalists, business school profs.

5. An Executive Summary will be published this fall for all employees.

(Limited number of copies available at $25 from B.J. Mahling, comns svcs mgr, DH, 777 Nicollet Mall, Mpls 55402)

PUBLIC RELATIONS SCHOLAR ASKS US TO LOOK AT OUR PRACTICE BY CHARTING TWO CHARACTERISTICS

"My definition of public relations is a simple one. It is the management of communication between an organization and its publics," explains Jim Grunig, prolific UMaryland prof. In his recent paper, "Organizations, Environments & Models of Public Relations," he clarifies his definition by defining asymmetric & symmetric communication and describing 4 models of public relations:

¶Asymmetric communication is manipulative comn that attempts to synchronize the behavior/belief of the receiver with the sender's.

¶Symmetric communication is informative comn that attempts to adapt sender's & receiver's behaviors/beliefs.

In a 1976 monograph, Grunig qualified asymmetric as one-way comn and symmetric as two-way. However, that oversimplified the case, he now writes. All one-way comn is

not manipulative. Many org'ns, such as universities or gov't agencies, provide one-way comn that is truthful & informative and benefits publics as much or more as it does the org'n. And some org'ns use two-way comn to manipulate rather than adapt to publics.

Therefore, explains Grunig, public relations behavior varies along 2 dimensions: one-way vs. two-way and asymmetric vs. symmetric. It follows then that there are 4 models of public relations which represent the combinations of the 2 dimensions: 1) press agentry/publicity (one-way asymmetric); 2) public information (one-way symmetric); 3) two-way asymmetric; 4) two-way symmetric.

CHARACTERISTICS OF FOUR MODELS OF PUBLIC RELATIONS

Characteristic	Model			
	Press Agentry/ Publicity	Public Information	Two-Way Asymmetric	Two-Way Symmetric
Purpose	Propaganda	Dissemination of Information	Scientific Persuasion	Mutual Understanding
Organizational Goal	Environmental Control/ Domination	Environmental Adaptation/ Cooperation	Environmental Control/ Domination	Environmental Adaptation Cooperation
PR Contribution to Goal	Advocacy	Dissemination of Information	Advocacy	Mediation
Nature of Communication	One-Way, Complete Truth Not Essential	One-Way, Truth Important	Two-Way, Imbalanced Effects	Two-Way, Balanced Effects
Communication Model	Source-->Recvr	Source-->Recvr	Source-->Recvr <-------- Feedback	Group-->Group <---
Nature of Research	Little; "Counting House"	Little; Readability, Readership	Formative, Evaluative of Attitudes	Formative, Evaluative of Understanding
Leading Historical Figures	P.T. Barnum	Ivy Lee	Edward L. Bernays	Bernays, Educators, Prof. Leaders
Where Practiced Today	Sports, Theater, Product Promotion	Gov't, Nonprofit, Ass'ns, Business	Competitive Business, Agencies	Regulated Business, Agencies

(For copy of Grunig's paper, write prr.)