

James Tolley, vp-pa, Chrysler, said he counsels Iaccoca in shaping the objective, ideas, audience & subject for major speeches. Then he briefs a speechwriter who drafts the talk & discusses it directly with Iaccoca. As a staff function, speechwriter works directly with CEO; on management chart he reports to Tolley. This arrangement differs from Fegley's experience as both department head and speechwriter.

CHANGE AFOOT IN CORP-UNIV RELATIONS:  
UNIVERSITY-INDUSTRIAL COMPLEX  
NOT ONLY NICE BUT NECESSARY

"The computer was born in the university so you can be sure IBM is very interested in education." So must all other enterprises be in the new knowledge society, feels Charles

Bowen, dir univ rels, IBM. Interdependence between higher education & businesses (& other organizations) is here.

While obvious for hi tech, medium tech & low tech need the research & teaching capabilities of campuses just as much or more. Since those fields are bigger than hi tech, colleges are foolish to overlook them for the glamour of hi tech, he says. Most institutions can compete -- and

serve -- better in medium & low tech, since state-of-the-art research is now concentrated in "100 major universities which have distanced themselves very far from the rest of the world's colleges." In managed economies like Russia, research is done in research institutes. Here the "slave labor" of graduate students willing to trade their effort for the learning involved keeps research inside the universities.

Industry's dependence on universities is demonstrated by IBM hiring 5,800 graduates last year.

Bowen feels the "university-industrial complex" is a phenomenon as spectacular as the starting of the Cooperative Extension Service & land grant colleges was in the agricultural era. The result was the world's "highest tech food production system." Pres. Reagan has declared '84 the Year of Corporate-University Relationships.

Of related interest: 5 corporations & foundations concerned about the future of private higher education join ranks to form Consortium for the Advancement of Private Higher Education (CAPHE, pronounced CA'PE). Initial supporters of DC based org'n include AT&T, Carnegie Corp of NY, Ford Foundation, Prudential, Standard Oil. So far they've collectively committed \$4 million over 3 yrs. Goal is to develop a funding base of \$18 million. Org'n will provide grants & technical assistance to private colleges & universities to help develop & test solutions to their major institutional problems. These solutions will be available to all higher education institutions thru a clearinghouse. High-quality liberal arts colleges that are at risk because of limited endowments are of special interest.

Statement issued by board notes: "Already under stress, private higher education now faces 2 new disturbing developments. First, the number of young persons of traditional college age will decline by about 25% over the next 15 years. Second, public appropriations for both student aid & institutional operations are being cut sharply. Because private institutions are heavily tuition-dependent for their income, the resources available to meet current & future needs will be curtailed even further."

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FOSTERING THE ENTREPRENEURIAL SPIRIT & DEVELOPING "INTREPRENEURS"  
IS PART OF TRANSFORMATION OF SOCIETY -- AND PR HAS KEY ROLE

Individuals with ideas & vision -- and who act on them -- are the heroes of society. They are the entrepreneurs who created the industrial world and are now needed to realize the potential of the information revolution. Just as hardware was the product of the manufacturing industry, "thoughtware" is the product of the information society, Gustaf Delin, partner of The Foresight Group (Stockholm, Sweden) told the recent PRSA National Conference.

The opportunity for entrepreneurship in creating thoughtware is unique, believes Delin, because it takes off from the existing platform of the industrial society. This platform consists of 1) the resources of powerful existing institutions, mainly the corporation, and 2) the fact that most members of the labor force are employees of these institutions. This combination results in synergy. (See pr 8/8.)

A new twist is the appearance of "intrepreneurs" -- employees turned entrepreneurs. Delin defines an intrepreneur as "an employee with the space to function as a free market entrepreneur within the corporation and the limits agreed upon by himself and the corporation." Intrepreneurship releases the "mind resources" and mental energy needed for thoughtware.

But intrepreneurship must consciously be fostered -- and this requires changing corporate cultures, a task for public relations. In the manufacturing society, the average employee became "programmed" and "fragmented" by "low discretion" jobs. These old values must be replaced by new values (see box).

<u>Old Values Of Manufacturing Society</u>	<u>New Values Of Intrepreneurship</u>
Fragmentation	Wholeness
Dependence	Achievement
Alienation	Pride
Instructions	Problem-solving
Programmed	Creativity
Interference	Responsibility
Controlled	Control
Means to	Meaning
Chores	Personal mission

Fostering Entrepreneurial Spirit  
Spawns Satellite Businesses By Employees

Delin's concepts have already been applied by Control Data. Four years ago it set up an entrepreneurial office for employees -- a confidential service for those thinking about starting their own businesses. Among the topics they discuss are business & marketing plans and obtaining financing. About 700 employees have received help. Of these, 70 have actually struck out on their own and become "employees turned entrepreneurs." Only 5 have failed.



Control Data benefits in two ways. First, the vast majority of employees who contact the entrepreneurial office ultimately decide not to leave. They go back to work more motivated, more productive & feeling sure of their choice. Second, those who decide to start their own businesses maintain a cooperative relationship with the company that is of mutual benefit. Control Data often buys into the new businesses but not to the point of controlling them.

To succeed in producing spin-off companies, Control Data develops a supportive organizational culture. It is built on the values of 1) job security, 2) justice & fairness, 3) involvement, 4) reward for performance, and 5) environment for self growth & achievement -- the classic formula for QWL. Such a change in culture does not come about simply by announcing that "we will be entrepreneurial," says Claire Kolmodin, senior consultant in human resource development. It is determined by the myriad of every day activities that sum up "what it's like to work around here."

ETHICAL CHALLENGES COULD ALTER ALREADY MURKY UNDERSTANDING OF CHANGES IN HEALTHCARE

Creating a system for dealing with controversies posed by medical advances is essential to maintaining sound hospital relationships, warns Morris Abram, chrm, Presidential Commission for the Study of Ethical Problems in Medicine. Challenges he foresees are 1) decision to cut off medical treatment, 2) access to medical treatment, and 3) importance of positive doctor-patient relationships.

He advises every hospital to have a mechanism for making team decisions by doctors, family, clergy if desired, and a medical ethicist on the decision to forego treatment for those unable to make decision themselves. Abram said his Commission unanimously concluded every person has a right to adequate medical care without undue burden on others. He urged public relations practitioners to be aware of the basis for ethical decisions in order to interpret them to media unaware of issues and looking for sensationalism.

As an example, Abram feels inadequate ethical counseling was available in the "Baby Doe" case and led to ill advised gov't regulations which interfere in medical practice.

DO WE HAVE A TWO-TIER SOCIETY?

"We cannot perpetuate a situation where there are two Americas -- one overwhelmingly white & affluent, the other overwhelmingly non-white & poor. That will have to change if white Americans are to prosper in a nation that will be one-fourth nonwhite & a world that is four-fifths nonwhite."

"We can't measure progress by accomplishments of super-achievers and by new black 'firsts.' When the average black person has the same opportunities as the average white person, we will have made it; not before then."

-- John Jacob, National Urban League

HOW MEDIA VIEWS NEW TECHNOLOGY: ABC VP VOTES FOR HUMANWARE VS. HARDWARE

George Watson, who produces "Viewpoint," offers a less revolutionized look at hi-tech:

1. "By emphasizing change, we tend to forget what is constant. My own view is that the year 2000 will more closely resemble 1983 than many scenarios suggest. Of course, there will be significant & profound changes. And you are quite correct in wanting to anticipate & understand them. But I suspect the elements of continuity will be at least as important, and probably more significant, as those of change.

"I cite as one authority, Russell Neuman of MIT who described a typical home in the early 1990s. He foresaw a communications center connected by 2-way coaxial cable, rabbit-ear & dish antennas to receive both 1-way terrestrial & satellite broadcasts. The home, he imagines, will have an interactive cable keyboard, a home computer, a videodisc player, a video cassette player, and who knows what else -- probably cellular wrist radios for the kids and laser devices to open tin cans.

"Professor Neuman's conclusion, however, is this: Despite the abundance of electronic highways into

HUMAN RELATIONSHIPS, NOT NUMBERS GAME, IS BASIC CEO FUNCTION, SAYS FEGLEY

Success of an enterprise depends upon management of a network of power relationships, said Robert Fegley, former chief pr ofcr at General Electric, in the annual lecture of Foundation for Public Relations Research & Education. "New electronic machinery can manipulate and transmit data but that's staff work. Top executives are not moving computers into their offices. Management is, was and always will be an intensely human activity."

Despite pressure from the communication revolution, "management cannot be reduced to numbers. Data is not wisdom." For this reason, some top managers spend as much as 40% of their time meeting with outside groups.

Because pr people deal with language and human relationships, their jobs will never become obsolete, Fegley believes. He predicts increased use by top management of public relations professionals to help with internal & external relationships.

Two Approaches To Speechwriting

As speechwriter, counselor & confidant to GE CEO Reg Jones, Fegley's most challenging task was to synthesize the ideas of staff experts & outside sources into coherent presentations of company policy. "It was more like negotiating a ceasefire than creating a work of art." Essential qualities of a speechwriter: 1) creative writing talent, 2) intellectually adventurous, 3) flexibility in working closely with the CEO, 4) preference for working behind the scenes without overt power symbols.

the home... 'Despite the numerous projections of futurists that mass media would fade away and new specialized interactive media would revolutionize the basic psychology of human communications, we find instead that the old media coexist with the new and that most communications habits persist, unchanged by new technological options.'

2. "As the number of voices that are amplified & transmitted increase, the need to sort out what is news becomes more critical. Take congressional coverage as an example. The entire proceedings of the House of Representatives -- and probably soon the Senate -- are available to millions of viewers, providing a congressional record in audio-visual form. No doubt this is informative & interesting to many people on some occasions. But most of us continue to rely on journalists to sort out what is significant and edit down the essence."

3. "So much attention is given to the hardware. We really ought to focus on the humanware."