

transplants & artificial organs common practice (not quite common yet). 4) Education becoming a respectable leisure pastime. 5) Development of a reusable booster launch rocket. 6) Manned lunar landing & return. 7) Effective fertility control by oral contraceptives.

Misses were mainly in the area of space exploration. Forecasts of manned lunar bases and Venus fly-bys are yet to come -- but planned. (For copy of the 1964 Delphi, write TFG, 76 Eastern Blvd, Glastonbury, Ct. 06033)

To review this research method for use in your practice, read The Delphi Method: Techniques & Applications, Harold Linstone & Murray Turoff eds, Addison-Wesley, 1975; or the chapter in Harrell Allen's New Methods in Social Science Research, Praeger, 1978.

REWARDS DO NOT STIMULATE LEARNING, PUNISHMENT RETARDS IT, FINDS STUDY; RELATIONSHIP BETWEEN TEACHER & LEARNER IS KEY

The desire to emulate strong role models increases learning, finds a recent study by 2 UWest Virginia professors, Virginia Richmond &

James McCroskey. This is one of 5 perceptions between students & teachers that affects learning. Study's findings have implications for practitioners involved in training & education programs. By inference, findings affect all information-transfer activities of public relations. Results show:

¶Coercive power (punishment) and legitimate power ("assigned" rights as a function of teacher's position) retard learning and should be avoided.

¶Referent power (identification with and desire to please the person with power) and, to a lesser extent, expert power (student perceives teacher to be competent & knowledgeable so ideas are accepted without having to be proven) serve to enhance learning.

¶Reward power was found to be unrelated to learning. This challenges the argument that rewards motivate students.

Study explains: "While referent & expert power clearly are preferred, both rest on a foundation of a good relationship between the student & teacher. The student must see the teacher as a referent and/or an expert for these bases of power to exist. The importance of reward power, it appears, arises when the teacher lacks referent or expert power. At this point, one of the three remaining bases must be chosen.

Learning theory is one of the bases of the science of public relations. This new learning-methods study shows "Teachers should avoid the use of punishment whenever possible and build strong relationships with their students in order to stimulate them to learn."

"Since use of coercive & legitimate power clearly leads to negative outcomes, reward power becomes the choice. While it may not actually increase learning, at least it does not retard it, and using reward power for a while may permit the teacher sufficient time to build referent and/or expert power bases. Reward power, then, may not have the positive effects which have been claimed for it in the past, but it may be a valuable tool as a substitute for negative approaches when more positive approaches are not possible."

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BEHAVIOR CHANGE, PR'S ULTIMATE GOAL & MAJOR SOCIAL FUNCTION, IS NOT ACHIEVED BY INFORMATION ALONE, BUT CAN'T OCCUR WITHOUT IT: DID LIVE TV OPERATION PROVIDE HELPFUL OR HARMFUL VISIBILITY? (PART II)

What does it take to get people to take charge of their own healthcare? Did the telecast of open heart surgery motivate such behavior? Information alone won't change behavior, according to Jim Grunig's research (pr 1/31 & t&t 2/7). Needed are 1) problem recognition ("Good health requires preventive medicine"), 2) perceived involvement ("My health will decline if I don't take care of myself"), and 3) constraint removal ("I can do something about it. I can join Weight Watchers, Smokers, etc.").

Did telecast lead viewers thru these 3 steps? It probably increased awareness & informed. It may have demystified the surgical procedure. But did it allay or increase fear in those repelled by the display of "blood & guts"? Did viewers identify with the problem? Did viewers formulate a solution? Opinions vary:

¶"The public wants to know exactly what happens to them and I think they're sophisticated enough to understand. We had a situation where a university student had his arm almost severed by an alligator a couple months ago. There was a great deal of interest about what happened during the surgery. I think it's very good for people to know, to take responsibility and ask about their own healthcare. That's one of the things we're pushing when we go out and make speeches to groups. You can't just complain about healthcare & its costs, you have to take responsibility. Seeing what happens during an operation & how many people are involved might make the public understand a bit better why healthcare costs so much. And it might stimulate prevention. Maybe they'll do more things to take care of themselves so they won't be put in a similar situation." -- Virginia Hunt (dpr, Shands Teaching Hospital, Gainesville, Fla.)

¶"I think it's a positive effort because it increases people's aware-

ness of procedures. People will go to a physician and seek help rather than let something go if they know something can be done. My concern is that this adds to a Dr. Welby syndrome -- whatever your problem there's a doctor to make you well. It increases the level of expectation unrealistically." -- Dale Timmons (dpa, Long Island College Hospital, Brooklyn)

¶"I don't see what benefit broadcasting surgery has on health education. What's needed is to educate the public about prevention -- how to avoid disease. The broadcast didn't address that. There's never been any measurable information on how much money a focus on prevention could save the healthcare system. The focus needs to be changed and I think it is changing." -- Michele Gaudette (dpr, Vancouver General Hospital, Vancouver, B.C.)

¶"You can't portray one incident as being the way it will always be for every patient in every circumstance. In that way there's an opportunity to

mislead or confuse the viewer.... I would hate to see the media begin to sensationalize health and in doing so overlook the value of commu-

nicating preventive & educational issues." -- Jane Sakovitz-Dale (dpr, Union Hospital, Lynn, Mass.)

Persuasion is information adjustment. Live broadcast's approach to persuasion was conceptual. The source, Dr. Diethrich, has credibility as a member of a respected group -- physicians -- & as an assumed expert. His message was "there is an alternative for people suffering from heart disease." The medium used was PBS, not a commercial network, which adds credibility to the message:

"I had a very positive response to it. Had it been commercial tv, I think I might have responded differently. Then I'd start to wonder who the sponsor was and for what commercial reasons it was done." -- Barbara Haas (dpa, Western Pennsylvania Hospital, Pittsburgh)

real-life information.... With health-care costs at an all-time high along with consumer demand for the latest and best in medical technology, I believe it is essential that hospitals and the medical profession make every effort to take the mystical out of medicine and inform the public about health matters." -- Jacqueline Leonhard (dpr, East Jefferson General Hospital, Metairie, La.)

"I approve of such programs. Television is a great medium and much too squeamish about presenting such

CORPORATE DEMOCRACY NOT ONLY ALIVE & WELL BUT ATTEMPTS TO STIFLE IT  
ACTIVATE THAT RARE BREED, SMALL HOLDERS

41-yr old Rule 14a-8 governing inclusion of shareholder resolutions in proxies was questioned by some companies. So Security & Exchange Com-

mission requested comments on proposed amendments. Over 300 came in, principally "honest-to-goodness, grassroots comments from widows & orphans & other small investors" as an SEC commissioner describes them. Tho supporting revisions that will put some restraints on corporate gadflies & social activists, corporations generally are rejecting this offer to dereg shareholder participation.

While business doesn't want drastic changes in SEC's Shareholder Proposal Rule, most corporations criticize social activists who, they say, abuse the current rules. Dow Chemical says many proposals are "material in search of a soapbox -- where the search is at the expense of all shareholders...and in the hope of humiliating management." But, says church official Tim Smith, "The process has created rich results!"

One reason is noted by Interfaith Center on Corporate Responsibility in its comment: "Each year an average of 1/4 to 1/3 of church-sponsored shareholder resolutions are withdrawn because mutually acceptable agreements have been reached between the sponsor & management. In addition, many times a resolution is presented for a vote at a shareholder meeting and the resolution defeated, but management decides to comply in whole or part in ensuing months. In short, the shareholder resolution process has resulted in some remarkable successes." (To offer your comments, write George Fitzsimmons, Sec'y, SEC, 450 5th St. NW, Wash DC 20549)

SEC proposals include 1) allowing corporations to set up their own shareholder resolution processes; 2) limiting the number of resolutions a corporation has to in-

clude in its proxy; 3) leaving current system intact but broadening categories of resolutions the corporation is allowed to exclude or requiring shareholders to have a minimum stake (\$1000 stock investment). Neither of the first 2 proposals received much support. The third is favored by most corporations and feared by many shareholders to be a serious threat to corporate accountability.

MEDIA EXPANSION CONTINUES AS CBS STARTS TELETEXT, FM RADIO GETS OK FOR DATA TRANSMISSION

Two events this month illustrate the galloping fragmentation of mass media now occurring. April 4, FCC voted unanimously to allow both commercial & public FM stations -- 4500 outlets across the US --

to use their "excess capacity" to broadcast electronic mail, data distribution, facsimile transmission, internal communications such as pricing data to stores in a chain, and similar services. FM can now compete with telephone companies, message services or whomever.

The following day CBS began national, over-the-air teletext -- a first. Since the informational text is embedded in the standard tv signal, decoders are required to receive teletext. CBS is offering 100 "pages" including ads, which will pay for the service. Decoders are expected to cost \$250 or more and could be commercially available by the end of the year.

MONITORING & STRATEGIC PLANNING MOVE TO PROACTIVE STANCE

To develop response mechanisms in advance, more & more corporations are attentively watching trends in gov't regulation "if for no other reason than to assist in effective compliance," or minimizing the risk of non-compliance, Robert Moore, vp, Alexander & Alexander (DC), told The Conference Board's 1983 Strategic Planning Conference. Other payoffs:

¶Influencing development of regulatory policy, especially in areas where the org'n feels it is being strangled by a particular regulation.

thru adverse specifications or onerous labeling requirements.

¶Advancing a specific interest or gain a competitive edge. This is one of the more specialized areas of lobbying. It entails retarding competitors

¶Spotting new business opportunities. This runs the gamut from gov't contractors on the prowl for new business to a seat belt manufacturer whose sales curve depends on gov't imposed standards.

(For a report on the potentials & pitfalls of regulatory monitoring, write for a copy of Moore's "Monitoring Governmental Regulation," A&A, Gov't & Industry Affairs, 1333 New Hampshire Ave NW, Ste. 800, DC 20036. He offers his "reflections on the importance of the perspective one brings to monitoring and a discussion of the specifics of the monitoring activity.")

ANNIVERSARY REVIEW OF ORIGINAL DELPHI STUDY SHOWS REMARKABLE ACCURACY ABOUT WORLD OF 1984

Practitioners have been using the Delphi research technique both for predictive purposes and to discover

whether consensus exists. The first Delphi, in 1964, is "as distant in the past as the year 2000 is in the future," remarks The Futures Group in assessing accuracy of that section of the pioneering effort titled "The World of 1984."

Hits or Near Hits. 1) World population increasing to 4.2 billion (close to best current estimates). 2) Birth control practiced and birthrates dropping. 3) Organ