

political news, the Washington Post for national domestic news, Rolling Stone for anti-establishment news topics."

NEGOTIATE YOUR WAY TO SUCCESS,
NOT A PYRRHIC VICTORY

"80% of successful negotiation is attitude," explains psychologist Harry Olson, pres, Maximum Potential (Reisterstown, Md). "The rest is tactics." His advice on preparing for negotiation in May/June Employee Services Mgmt:

1. Think win-win. If you see negotiation as an arena to compete, you may have lost already. While winners are toasting their success, losers are beginning to plot & subvert. The fruits of victory are sweet, but the wine of defeat is bitter and leaves a strong & lingering after taste. Win-win builds mutual confidence for future positive relationships.
2. Position yourself as a consultant, not a competitor. View the other party as your partner, not an adversary. Admits Olson, this can be difficult in practice with past opponents.
3. Get your ego out of the way. Don't go into the negotiation viewing it as a potential personal victory or defeat. You can only be flexible if your own feeling of self worth is secure -- whatever the outcome.
4. Focus on strengths -- your own & your proposal's. Employing expert power is particularly important when you are negotiating with people with position power, especially if you're asking for something new or costly. Don't allow yourself to feel intimidated by position. You automatically stifle your bargaining energy when you feel one-down. Refuse permission to be intimidated!
5. Anticipate objections. Give yourself a decided advantage by accurately answering the other party's concerns before they raise them.
6. Sell the benefit. Hardware stores sell millions of drills; people buy because they want holes, not drills. If you can demonstrate how your proposal will meet the other side's specific needs -- make their job easier, save money or down-time, aid production -- you've made a [bottom line] leap toward success.
7. Establish a fall-back position. Needs are items you cannot give up. Wants are highly desirable but can be traded off if necessary. Your fall-back position is your non-negotiable needs last stand and, of course, your private information. Evaluate your fall back with your emotions as well as your reason to be sure you can live comfortably with it.
8. Watch out for "compromise." This is often a coverup for a win-lose situation. It may sound fair at the bargaining table but afterward prove unsatisfactory. By then you're stuck. If you cannot get a mutual win, it may be better to agree to disagree than to live with an unlivable situation.
9. Use Olympic techniques. Several times a day, visualize yourself successfully going through the bargaining session from beginning to end. Visualizing creates a powerful message to your subconscious mind. You begin to act in reality like the person you imagine yourself to be. Olympic medalists use mental rehearsal. It works.

With this issue comes the questionnaire for pr's Annual Survey of the Profession, now in its 22nd year. Please fill it out now before putting aside to "do when you have time." Thanks!

pr reporter

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KERRY N KING DIES

"In a free, democratic, pluralistic society such as our own, there is a constant effort to determine what public policy should be on scores of issues. Our primary responsibility as public relations people is to make genuine, continuing contribution to its formulation.... We who are engaged in the practice of public relations are among the forces of reconciliation, as we seek consensus in public policy recommendations. If we are successful -- if we can enlist the cooperation of business, government, labor, the politicians, and all those in leadership roles, not only in the United States but elsewhere as well -- we will find ourselves leading the way to peace in the world." -- Kerry N King, 1985 lecturer, The Vern C. Schranz Distinguished Lectureship in Public Relations, Ball State U

Kerry N King died Friday, May 23. As PRSA president in 1979, he led the Society into a new era. Until November he was president of Foundation for Public Relations Research & Education, leading it also into a new era. This long-time leader in public relations was at one time reputedly the highest placed & highest paid practitioner. He was also noted for extensive pro-bono work with a variety of charitable & cultural causes.

INSTEAD OF GRINDING OUT YET ANOTHER NEWSLETTER, ROCKWELL GETS CREATIVE; EMPLOYEES' 10-MONTH TREASURE HUNT HELPS CHANGE WORK HABITS, SAVES \$\$, WINS PLAUDITS

Employees at Rockwell International Switching Systems Division (Downers Grove, Ill.) underwent a big change in their work processes when MRP II was introduced -- a system that "modernizes & simplifies production, spots & solves problems immediately and reduces costs. It asked our entire employee body to do something it hadn't done before, to change habits," pr supervisor Joe Levinson told pr. Training every employee was an essential part of the program.

When asked to produce a newsletter for 10 months to reinforce employee understanding & support of the new system, Levinson & art director Kathy Kersten balked. "The world doesn't need another newsletter. Nobody would read the thing. They'd deep six it. We wanted to do something different and thought a treasure hunt would be something people could get involved in."

Evolution Of The Idea

1. Company's 3 manufacturing facilities are all located in same town. "So we thought, why not use Downers Grove as the place to bury treasures. That's a good idea in theory but doesn't work practically. You can't ask employees to chase around town looking for treasures after work when they want to get home. So that idea got scratched."



2. Next idea was to bury treasures in the company's 3 buildings. "But the same problem arises and it would create mayhem during working hours. So that didn't work."

3. "Then we thought, maybe they don't have to leave their desks at all. We could do the treasure hunt another way." Plan included Kersten & her colleagues designing & illustrating a stylized map of the town with 10 selected locations represented. Map was then cut into 10 puzzle pieces. On each piece's flip side is message about MRP II that also incorporates clues to what is pictured on front.

Carrying Out The Idea 4. A pamphlet announcing the treasure hunt was distributed. Inside each was a detachable pop-up figure, referred to as "little mascots." 4 different figures were used -- 1) Nero holding a violin & a matchbook, 2) Dudley Doo-Right, 3) cowboy & 4) astronaut. In the hand of each was the message, "MRP II holds the clue for you." Each employee got one. "Lots of trading went on. We put them on desks & walls."

5. Posters using these same figures were also developed and placed on walls in all 3 buildings. As winners were drawn, their names were written on the posters. "Winners were also pictured in our company newsletter." Awareness was high.

"Participation rate, those who played the game, was over 25%. That's high. The best most expect is 1 to 1 1/2%. While 25% played our game, we're sure many more read or heard about it," explains Levinson.

6. One puzzle piece was distributed each month for 10 months inside employees' payroll envelopes. Along with the puzzle piece was a return slip to record their name & answer. Employees had a little over one week to place answers in the treasure chest in their building. During lunch hour, one name from each of the 3 chests was drawn. Winners received a dinner for 2 worth \$50.

7. Employees were encouraged to save all the puzzle pieces and to put them together to find one last treasure. "We had numbers running across the bottom and letters up & down the sides. By reversing some of the letters & numbers from black to white, we buried an anagram that read, 'MRP II needs you.'" 3 winners each received a \$500 videotape recorder. Altogether, 33 prizes were given away.

Under Budget Estimated cost of producing the proposed monthly 4-pg, 2-color newsletter for 2,000 employees was \$18,000. "Treasure hunt -- including prizes, printing, everything -- cost \$13,000. That's \$5,000 under budget!"

Management Approval "We had to convince management in the beginning. They were speculative about what we wanted to do. We had to change their thinking." Held a meeting for top execs & MRP II committee. Levinson, Kersten & colleagues each explained their area of the completed plan. Examples of the pop-up figures, posters, map, clues were shown. Costs were explained. "Once we did that they were 100% behind us."

After the 11-month program, mgmt sent congratulatory letters "for the good job of maintaining interest & creating a good feeling about MRP II." Program won a Golden Trumpet from Publicity Club of Chicago as well as PCC's first-ever Creativity Award.

ARE FOCUS GROUPS BEING MISUSED AS A SUBSTITUTE FOR STATISTICALLY RELIABLE, QUANTIFIABLE RESEARCH?

According to participants at the American Ass'n for Public Opinion Research (AAPOR)

annual conference held in St. Petersburg in mid-May, the answer is yes. Attendees identified 4 legitimate reasons to conduct focus groups:

1. As a precursor to quantitative research by defining language & perceptions, testing hypotheses.

2. To get qualitative data in support of items & issues surfaced by quantitative research.

3. To observe & understand how interaction with peers changes or reinforces the opinions of individuals.

4. To allow execs to privately observe consumer/public reactions to their organization's services or products.

Focus groups are "stylish" today, according to participants. Clients of researchers are asking for focus groups as a "quick fix" to opinion data gathering. Results of focus groups are too often being interpreted by clients as all they need to know about target audience reaction to issues & subjects.

AAPOR members have a strong bias for quantitative data. They see focus groups as a qualitative methodology which supplement & complement quantitative methods but can't substitute for them, especially when statistical reliability & substantiation are important.

Attendees also said researchers must become more aggressive in their role as consultants and provide clients with better guidance about appropriateness of focus groups. Role of researcher is to educate about research methods as well as implement.

EVERETT ROGERS TAKES ANOTHER LOOK AT MEDIA'S AGENDA-SETTING ROLE, WONDERS WHO SETS MEDIA'S AGENDA

Agenda-setting is the process by which the mass media communicate to the public the relative importance of various issues & news topics, explains Rogers (U So Calif) in his paper,

"The Agenda-Setting Process." But, he argues, the mass media are not the only influence on the public agenda. Gladys & Kurt Lang's "agenda-building" -- defined as "a collective process in which media, government & the citizenry reciprocally influence one another" -- may be a more appropriate term for what happens than agenda-setting.

Who sets the media's agenda? "Clearly all of the mass media in a nation like the US do not adopt an identical priority of news issues at the same instant. Rather, professionals in each media organization struggle to give meaning to the daily overload of news flowing to them, and then sort these news items into a hierarchy of priority. Editors & other decisionmakers frequently look to the other media to help determine news priorities. The NYTimes is generally considered to be particularly important in setting the daily news agenda for other mass media in the US. One author, Susan Miller, also considers the wire services as especially important agenda-setters for national

"An important research question, but one that has virtually been ignored, is who sets the media's agenda. Future study is needed. For example, is a newspaper's wire editor particularly important in bringing in considerations of how other media are playing a news story? More generally, what is the process by which a medium's agenda is set? How is the news value for a particular topic established, & by whom?"