

substantive has changed," says Buck Buchwald, chrm, Board of Ethics & Prof'l Standards. (Non-members can obtain copy of revised code from pr.)

¶ "There Are Only 2 Reasons To Meet The Press," Jim Lukaszewski, vp, Georgeson & Company (NYC), says in new Business & The Press newsletter, "to answer questions raised by the news media, or to achieve some corporate objective." Hill & Knowlton's vice chair Frank Mankiewicz (D.C.) warns bizpeople that reporters are not their friends -- their vastly different interests conflict. "Businessmen live in a world where everyone around them tells them what they want to hear. They get upset when a reporter does a story in a way businessmen don't want to see or hear it reported." Paul Bender, pr dir Boeing Co. (Seattle) adds that you can control any interview. "Focus on what you want to tell. Don't be afraid not to cover something. Don't feel compelled to respond to every question, if it's not in your interest."

¶ Pick A Peck O' Protests -- an apt way for David Apter & Assoc (DC) to celebrate its 25th anniversary. "The invitations were ballots so guests could choose a party theme," David Apter told pr. "It's appropriate that they chose 'Pick Your Protest' because my father started the firm after Martin Luther King asked him to organize the pr for the '63 march on Washington." Apter supplied several decades-worth of protest music, protest paraphernalia (from gasmasks to billy clubs) & personalized protest buttons (Ass'n Trends' Frank Martineau was seen sporting "Protect the Right To Arm Bears"). "We burned our business cards in protest of Washington's infamous 'workaholic' reputation." Dinner was held in the "Down With Diets" room -- but the "Anti-Prohibition" room was also popular.

¶ Recession By October Is Predicted by Jim Fox in the t&t-- which raises questions about role of pr in avoiding (or causing) downturns. Are they self-fulfilling prophecies so as we spend guardedly, warn of problems, downsize -- it happens? Can we instead blanket the idea as we would a rumor? Who's responsible for running the anti-recession pr campaign: professionals? gov't? everyone?

A REVIEW OF '88 HOLIDAY CARD SCENE
TO HELP YOU PLAN AHEAD FOR '89

Religious messages are rarely seen: the 3 most common salutes being "Season's Greetings," "Happy Holidays," & "Peace."

In a pluralized world, even the dominant religious body wants to show tolerance, so specific Christian messages are few. Three trends:

1. Fold-out cards. Some fold vertically, others horizontally -- the former being more "different" especially when they're long & slim. Overlapping diecuts distinguish others.
2. Handwritten messages, both printed & original, were plentiful. Revelle Brickman PR (NYC) printed hers, as did Nat'l Ass'n of Secondary Sch'l Principals. Ed Bernays wrote his on each card.
3. Personalized cards appeared, in which the message includes the name of the recipient. Curley & Pynn PR Mgmt (Orlando) used both the person's & company's name on the cover so even cards going to the same place remain personal. Gordon Bailey & Assoc used the company name inside the card.

Donations to charity announced in the card were few. Padilla & Speer (Mpls) again announced sponsorship of a Christmas Day concert on public radio.

WORKING WITH THAT MOST IMPORTANT PUBLIC, EMPLOYEES:
BANK OF AMERICA IMPROVES PERFORMANCE & PRODUCTIVITY
BY FORMALLY ASKING THEM, "WHAT'S IN THE WAY?"

Tho the average employee makes .14 suggestions to management a year (pr 1/16), some organizations manage to milk this most valuable resource -- & thus improve productivity & attitudes. Bank of America (San Fran) drums-up spirit and input with its "What's In The Way" technique.

An in-house survey confirmed: employees in processing areas felt stymied by obstacles in their work environment. "There had been many changes, including the centralization of a lot of our branch office functions," Duncan Knowles, vp & dir organizational development comn, told pr. "We sensed that employees were frustrated by old policies, bureaucracy, procedures. It became very important that management communicate 1) concern for employees' needs, 2) interest in helping them do their jobs."

Thus began "What's In The Way," an outreach program from sr mgmt to employees. "We are not after personal-ity problems -- whether or not someone likes their boss -- but rather infra-structure issues." Knowles says program, which involved about 1,000 employees from various branches, exercised 3 methods of soliciting suggestions:

¶ Memos: Each person received a form asking them to detail obstacles in their work environment. Responses like "Is this weekly report I do really necessary? It takes up a lot of time & I don't see its purpose," led to the eradication of superfluous procedures. Employees could remain anonymous.

¶ Focus Groups: "These were enormously successful, tho only some of the branches used this method, which involved segmenting employees & assigning a group leader. One such group pointed out that the partitions in the area were too high, forcing employees to walk around rather than pass things over. In a department that requires a lot of paper passing, this poses a great inconvenience. A mgr took on this old rule & had it changed."

¶ Hotlines: "Not too many employees used the hotline, probably because few had access to private phones -- no one wanted to air grievances in an open area." Nonetheless, the availability of a hotline reinforced our message that management was willing to listen.

"Often, what's in the way of effective performance is something that can be fixed very simply, but people had learned to live with because they didn't think it could be changed." Example: someone complained of blurred check copies coming from the main office. "Turns out, most dep'ts require copies of the fronts of checks, but processing uses the backs. All that was needed was a minor technical adjustment to solve that problem."



Follow-up surveys indicate the program improved:

1. Job Philosophy -- "Getting the job done right is more important than getting it done";
2. Opinion Of Senior Mgmt -- "Most employees who participated in the program developed a new attitude about management -- that it's receptive, ready to help."

Knowles says program can be applied in any industry, is especially effective for: processing dep'ts; areas that have average/poor service quality rating; places where employees seem reluctant to voice opinions, offer suggestions.

"Remember, employees have 3 categories of needs:

1. Human, personal -- pay, opportunity, recognition;
2. Job -- tools, training, technical, procedures, policy, backup, teamwork, authority;
3. Customer -- Employees must understand customer needs & get positive feedback from them. So they need senior management's help in producing quality work. Therefore, management must understand customer needs.

Bank of America now incorporates what's-in-the-way questions into surveys which are regularly distributed thruout processing dep'ts. "We will probably initiate the program in its original form thruout the bank. About 90% of the managers & employees who participated say it should be used in other departments."

STUDY SHOWS HOW CEOs VALUE PR; SOME CONSIDER IT MORE WORTHWHILE THAN ADVERTISING

by the Goldman Group (NYC) & IABC. According to 70 responses to questionnaires sent to Fortune & Inc. 500s, most CEOs (83%) say pr is a major part of their strategic plan. And more than half (53%) claim to take an "active" or "very active" role in day-to-day external commn.

Corporate leaders now consider pr an integral part of their strategy, says nationwide survey

"Our goal was to find out how important business leaders view the role of public relations in their org'ns. There is a popular notion that pr wields little influence in the corporate planning hierarchy, but our survey suggests the opposite. While many in business consider pr an intangible element, the response of the CEOs in this survey indicates how important this function has become in the overall corporate strategy."

"It's a paradox because downsizing & reorganization have made the dep'ts smaller," Elaine Goldman told pr. "But despite claims & counterclaims that pr is losing touch with the CEO, this study shows the CEO needs the skill & insight of pr counsel to govern the organization."

Study also explored which external publics have most impact. Both groups listed customers first, activists last. While the Fortune 500 group ranked shareholders and financial community 2nd & 3rd in importance, Inc. 500 listed financial community & news media. "The fact that media are considered key comm targets by CEOs shows how successful pr has become in corporations," says survey co-conductor

Joseph Coppolino. "That is, corp comm professionals have brought CEOs into a more proactive relationship with broadcast & print press."

¶ DEPARTMENTAL RETURN ON INVESTMENT

	<u>Fortune 500</u>	<u>Inc. 500</u>
1. Sales/Marketing	Sales/Marketing	Sales/Marketing
2. Human Resources	Human Resources (tie) & R&D	Human Resources
3. Public Relations	Public Relations	Public Relations
4. Advertising	Advertising	Advertising
5. R&D	R&D	Legal

¶ CEOs INVOLVEMENT IN EXTERNAL COMM

	<u>Fortune 500</u>	<u>Inc. 500</u>
1. Financial Rels	Financial Rels	Membership, Ass'n
2. Membership, Ass'n	Membership, Ass'n	Interfacing With media

"I thought the fact respondents give pr a higher rate of return than adv'g was great news for pr," says Goldman. "PR has always been difficult to measure in terms of numbers & sales figures -- it's a more subtle comm technique than adv'g, which has tended to receive most of the attention and more of the marketing budget."

PUBLIC REACTION TO THE BHOPAL TRAGEDY TAUGHT UNION CARBIDE THAT PERCEPTION IS REALITY

In an interview with the Woodlands Forum newsletter, Union Carbide's Chief of

Staff Ron Wishart relates pr lessons learned from Bhopal. "We'd been conscious of our responsibility to inform the public about our activities. Then Bhopal happened...we weren't prepared for the public & media outrage."

The company, which maintains the plant was sabotaged, didn't expect to be vilified by media -- portrayed as exploitive, advantageous of cheap labor in a 3rd world country. "One US Congressional rep tossed out phrases like 'Killer Carbide.' There were many nasty jokes & references."

UC's reaction to charges did little to gain public support. Wishart laments his orgn's "low key" response: "We were shocked & offended and became defensive." Tech people (like himself) are trained to ignore the noise and focus on the substance. "It's an attitude that says, 'these people are off-base, so they're not worth answering.' But I know now that's wrong. Everybody is worth answering. Perception is reality."

ITEMS OF INTEREST TO PROFESSIONALS

¶PRSA's Revised Code Of Ethics is now available. At the nat'l conference in November (pr 11/21/88), PRSA Assembly approved a 6th revision of the 38-year old code in order to: clarify language, hence making code easier to apply; help advance unification of the profession by using uniform code now adopted by several other societies that make up North American PR Council. "Nothing