

B) Overall importance:

- 1. Educating for tomorrow's public relations 73
- 2. The decline of our educational system 68
- 3. Acceleration of information technology 61
- 4. Globalization 58

C) Importance for PRSA to address:

- 1. Educating for tomorrow's public relations 85
- 2. Public relations' troubled reputation 71
- 3. The need for diversity in pr 61
- 4. The pace of change 59

(For copy of 6-page "Ten Challenges To Public Relations During The Next Decade," write Manning, Selvage & Lee, 1250 Eye St, NW, Ste.300, DC 20005)

WHAT TYPE OF LEAKS MUST PRACTITIONERS DEAL WITH? TRY THIS LIST

As the FBI investigates who leaked the allegations against Justice Thomas -- tho many wonder why they had to be leaked, instead of shared with the public routinely

-- Stephen Hess' book, The Government/Press Connection, categorizes leaks:

- 1) **the ego leak:** I'm important 'cuz I can give out information;
- 2) **the goodwill leak:** to be traded for a future favor from media;
- 3) **the policy leak:** acting for or against some proposal;
- 4) **the grudge leak:** to settle a score;
- 5) **the trial balloon leak:** let's see what reaction this gets;
- 6) **the whistle-blower leak:** this is too important to be kept from the public.

ITEM OF INTEREST TO PRACTITIONERS

"Redefining Healthcare Marketing" Means Claiming PR's Role, if Tulane mktg prof Wm. Mindak can be said to speak for the marketeers. His new definition: **"The process of promoting & maintaining mutually beneficial relationships with key stakeholders via added value service."** His ideas are getting good play. Hospital Management Review cited his Marketing News article, where Mike Killian (Beaumont Hospital, Royal Oak, Mich.) caught it: "The use of militaristic & adversarial marketing terms such as 'target market' will be seen as inappropriate. These terms imply the exploitation of people & the dehumanizing of a people-oriented service. [So far, so good.] With relationships, the pendulum swings from bringing on line 'the service of the month' (a production mentality) to assessing the value of key relationships & then introducing services that best preserve or enhance the relationships (a true marketing (sic) orientation)."

WHO'S WHO IN PUBLIC RELATIONS

ELECTED. PRSA's 1992 officers: pres, Rosalee Roberts (vp-pr, Bozell Public Relations, Omaha); pres-elect, Hal Warner (exec vp & dir crisis mgmt, Manning, Selvage & Lee, DC); sec'y, Cathy Ahles (vp-college rels, Macomb Community College, Warren, Mich); re-elected treas, Joe Vecchione (vp-pr, Prudential Insurance, Newark).

ETHICS SEEN AS 1) COMPETITIVE ADVANTAGE, 2) WAY TO EARN TRUST, 3) HEART OF ENVIRONMENTAL & SOCIAL RESPONSIBILITY POLICIES

As PRSA holds its conference this week on "What's Right?," "public interest in moral & ethical issues is at an all time high," believes David Grier, vp & special advisor, Royal Bank of Canada. He told a CPRS session on ethical communication: "We are seeing a **more demanding set of ethical mores** develop."

TRENDS HE CITES:

HE RECOMMENDS:

- A) Individuals are asking whether the org'ns that serve & employ them are working for the collective good, or **exploiting human & natural resources** -- environment, e.g., is an **ethical** issue;
 - B) As a result, people are **insisting on participating** in the processes of ethical management thru society's institutions;
 - C) **Public trust is vital** for institutions to be welcomed by society;
 - D) Ethics & **competitiveness** are inseparable.
- 1) Understand **stakeholder interests** before attempting decisions;
 - 2) Be capable of **explaining decisions** in ethical terms;
 - 3) Take responsibility for creating an ethical corporate culture as a management function **in the public relations domain;**
 - 4) Learn to **accept uncertainty...** there is seldom one right answer. "The very act of taking time to think about ethical consequences will take society on the path of ethical norms."

SOME ETHICAL THEORIZING IS TOUGH ON BUSINESS

"The corporate community has replaced the church, the extended family & even the community as the transmitter of values & ethics," says

Gary Edward of DC-based Ethics Resource Center. To many, **capitalistic values don't champion the highest ethics** since they are bottomline oriented, operating in their own interest.

But Edith Weiner of Weiner, Edrich, Brown (NYC) sees stewardship -- which has no hierarchy -- providing **"the future counterpoint to capitalism."** She told World Future Society: "Whether expressed as politics (as in Green parties around the world); business practices (the focus on management ethics & stakeholder rights); or social priority shifts (concern for family, community & education as the cornerstones of future success) -- stewardship will underpin the bulk of policy worldwide. **It is**



critical for any large business that wants to succeed into the 21st Century to understand fully this tidal wave of change sweeping over humanity."

Weiner believes integrity -- "an attitudinal & value-based method of doing business" -- will become more important than quality. "If we want to know which companies will survive the next 25 years, then we look to those that include their employees, their customers & society-at-large in dealings that embody concern & affection, service & caring, honor & fairness. Integrity may cost in the short run, but it pays off well, long into the future."

INDIVIDUAL ETHICS IN THE WORKPLACE; SOME HELPFUL SOURCES

Workplace Ministry (Vancouver) held its 3rd annual business ethics conference Oct 18 answering such questions as: 1) Are business ethics consistent with good business practice? 2) Do we have to leave our values at the door when we enter our workplace? 3) Is morality black & white, or does it consist of shades of grey?

WM attempts to impart "a renewed sense of optimism regarding your ability to marry your professional life with your moral values." Organization is Rev. Harlene Walker's dream to reach business people with little or no church involvement, offer them opportunities to connect with ethical issues thru luncheons, speakers, support groups, individual guidance & annual conference. Its newsletter references a Globe and Mail article by Michael Posner (5/25) about the death of the contemplative life -- "to think, to read, to be alone with ourselves and savor silence." Says the newsletter: "Workplace Ministry offers a haven where we can develop or regain some of the contemplative qualities."

National Center for the Laity (Chi) offers: 1) Quarterly newsletter, Hard Choices, written by Business Executives for Economic Justice -- a Chicago-based project of the Center. It focuses on choices business people face as they attempt to live out their religious beliefs in the marketplace. It's written from a Roman Catholic perspective but its message & audience are "intended to be universal." 2) Booklet titled The Spirituality of Work: Business People looks at its subject thru interviews with business leaders.

"Ethics and the Nation's Voluntary and Philanthropic Community: Obedience to the Unenforceable" is a report by Independent Sector's Committee on Values & Ethics. It presents viewpoints from nonprofit leaders, legal scholars, journalists, consumer & social advocates, representatives of higher education & religion. Also gives examples of codes of ethics, self-evaluation guides, other tools that help org'ns reflect their legal & moral obligations. (\$30 + \$2.50 shipping/handling, from Independent Sector, 1828 L St, NW, Suite 1200, Wash, DC 20036)

Ethics researcher Catherine Pratt (Ohio State U) is disturbed by **confusion between professional & ethical conduct**. "Ethical behavior does not follow naturally from professionalism. Stop practicing ethics on the fly. Do so in policy planning." Her rules of thumb: 1) an ethical solution must be applicable universally -- or at least achieve the greatest happiness for the greatest number; 2) protect the weakest position to achieve the best solutions; 3) ask yourself, if publicly exposed, would my action be deemed acceptable by a reasonable person?

JUDGE THOMAS CONFIRMATION HEARINGS PRIME EXAMPLE OF A "TRIGGERING EVENT"

The behavioral model (pr 7/30/90) postulates that even when people are well

aware of a subject, persuasion & communication campaigns usually do not motivate behavior -- until a triggering event occurs to give them **imminent reason to act**. Sexual harassment is such a case. People have known about it for years, organizations have formulated policies, legislators have passed laws.

But now everyone's talking about it, individuals are coming forward to reveal experiences of harassment &, it can be assumed, perpetrators are thinking twice.

PROBLEM: HOW TO HANDLE THIS NEW SENSITIVITY?

Practitioners who've

dealt with harassment know its many pitfalls: 1) how to define it? 2) how to separate true harassment from boy/girl realities of life? Of its widespread existence there's little doubt: as a US Chamber of Commerce official told Congressional Quarterly, it "exists at all levels of the corporate hierarchy. It's not just high-level executives trying to grope their secretaries." But reportedly only 5% of victims report the incidents.

Often harassment is, like rape, not about sex but power, say many experts. And -- indicating **a prime educational role for pr** -- the greatest danger may lie in misunderstanding harassment. Boston Globe asked readers to decide on 3 scenarios written by an expert who formerly chaired the state agency that investigates harassment cases. Within days, nearly 1,000 had responded -- but when the expert reviewed their answers to the cases, nearly all were wrong.

EEOC's 1980 DEFINITION
Unwelcome sexual advances, requests for sexual favors, & other verbal or physical conduct of a sexual nature constitute sexual harassment when 1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, 2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or 3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

PRSA PRES-ELECT'S SURVEY TRACKS PRIORITIES FOR PROFESSION

Hal Warner asked 200 members to rank a list of challenges in 3 areas. Top 4 rankings (those receiving a 1 or 2 on a scale of 1-10) to each of the 3 questions by 105 respondents:

A) Importance in helping you manage pr's changing role:

- 1. Ability to counsel the CEO 89
- 2. Expertise in corporate management 80
- 3. Ability to employ/motivate/supervise staff 66
- 4. Expertise in corporate management 66