are not. Young people in So America, Africa, former USSR & China drawn to opportunity in the West. Immigration legally limited, but continues illegally. Ethnocentricity & alienation of diverse racial & ethnic groups define the US. Ethnic youth gangs prosper & promote violence & further urban decay. Focus on market segments fuels the growth of ethnically-specific & ethnically-owned media.

> **Implications**: "There is evidence to support a short-term strategy for investing in language-specific & culturally sensitive communications. However, this can be expensive & may ultimately ignore the evolving needs of Americans who want to assimilate. *Look for the balance between the needs of the ethnic markets & the overall benefits of a more unified society.*"

2. **Configurative Cultures**. Economy cycles out of its slump. US finds its place in the new world economic order as a service provider. National boundaries are blurred, techno-regions become powerful: northern Calif, southern France, southern India, southeast China-Hong Kong, Japan, etc. US receives many immigrants, legally & illegally. They tend to be young; & have embraced technology, the English language & youth culture promoted globally via music, mass media & fashion in the late 90s. In this world of interconnectivity, new immigrants find it easy to assimilate into the new American "configurative" culture.

> **Implications**: "Understanding the mindset & values of global teenagers today becomes critical as they move into the position of consumers/decisionmakers tomorrow. *There is an opportunity to build models that incorporate attributes such as age & level of assimilation.*"

3. **World Without Borders**. Countries jockey for position in the "new world order," both economically & politically. Massive investment abroad; economic power seems to overshadow political power. First & second generation immigrants from Europe & America follow money thrown into developing countries. They go back to start & run businesses: reverse migration. Seen as "consumer innovators," they take brand & product preferences back to their home country & influence markets there. Global corporations see that socioeconomic class, not country boundaries, define market segments. Flow of immigrants continues. Strong, youthful leadership in the US overcomes the wave of xenophobia that blossomed in the mid-90s. US gov't recruits more of the educated Asian community. Spanish becomes an official language in the US; all public & commercial info must be presented in English & Spanish. For the next decade, corporations are so burdened with integrating the Spanish language & its related cultures into their long-term communications plans that other ethnic niches get lost in the process.

> **Implications**: a) "Ethnic marketing [comns] in the US will be redefined in a new way, i.e. Hispanic marketing. b) The experience with ethnic diversity prepares US businesses for carrying cultural marketing more easily into the global marketplace. And the pattern of reverse migration seeds the markets overseas for US brands."

(Copy of white paper from Cheryl Max at 908/879-2169, fax 908/879-2569)

GAMES ARE THE ULTIMATE INVOLVEMENT TECHNIQUE

Games are a *personal, participative, hands-on & in-depth* communication tool. (See prr 8/20/90 & 4/4/88). Some uses:

* To **rebuild relationships** between divergent parties, they can make clear the necessity for accommodation, negotiation or compromise.

* Within an organization, they can **quickly reveal** why policy alterations or culture change is needed.

* As a training tool they can help all members of the organizational family **explain an issue** to their neighbors or learn their role as pr ambassadors.

* Most important, they **make complex topics understandable**.

"CLEANUPOLY" AT FERNALD   Three times a year, DOE's Fernald Environmental Management Project (Cincinnati) holds formal public meetings. "The whole public involvement process is too late to be useful. We're trying to bring people in earlier in the process, do more of it, and loosen up these public meetings. Having 4 gray stone faces at microphones up front doesn't work. We want interactions," Ken Morgan, dpa, told prr.

Borrowing from a game designed for another DOE site, Fernald developed, tested & used Cleanupoly. "It does a good job of telling people what the budget is & how we spend it -- better than getting up & lecturing. It takes a long time to evolve a game that's really good; ours still has some quirks. But even at that it achieved our objectives -- to put people in our shoes & give them some sense of the risks & uncertainties in trying to predict a budget, spend it within a year & come in under budget."

> Game's Chance cards are telling: "Ongoing labor unrest. Spend $1 million." "Major safety violation. Pay $1 million fine & lose 1 turn." "Tornado hits temporary storage facility. Cost: $2 million & lose 1 turn." "Game is good because it helps people understand that we don't like it when we screw up, but we do & it's hard to predict."

Game was played by 5 or 6 people at each table. Players were deliberately placed so each table had a representative from the various groups attending -- environmental activists, management contractor, DOE, labor unions, etc. "It was very useful in making us (site management) real people who have real problems we're struggling with."

Informal research showed it is helpful but "not a panacea." Cleanupoly was a one-time thing. "Maybe in a year or two we'll bring it out again." Morgan intends to share it with his colleagues across the country. "They'll probably evolve it & use it if their public involvement programs have evolved to the point it's allowable. In some places the tension is so great that trying to pull something like that off would offend people. But we have made some progress here."

GAMES AS TRAINING DEVICES

"It's a wonderful tool because all the pretenses & constraints of the work environment are dropped & people just play. They communicate differently, they react differently, & it's very instructive to see that," Ken Solomon, Odysseum Partners (Newton, Mass) told prr.

- Groups are divided into teams of 4-6 people, integrating levels -- ie, mgmt, administrative & mid-level employees on the same team.

- "It's instructive to see how they relate to each other, who takes the lead, all the dynamics that take place in just playing.

- "For example, a vp on a team with an adm ass't said of her: 'I've always seen her as so-&-so's ass't. Having been on her team & seen how she took over & directed everyone, assigned priorities & responsibilities, I now understand not only her capabilities but that we've been underutilizing her.'

- **"When pretenses are dropped, it's amazing what we can learn."**

BOOK SEES CEOs AS CCOs, CHIEF COMMUNICATIONS OFFICERS

Soon to be released book *Top Dog* (McGraw Hill), by J. David Pincus & J. Nicholas De Bonis, focuses on the CEO's changing role from technical manager to inspirational leader, & the process of building relationships with employees thru communications. Based on 10 years of research -- including two national surveys of Fortune 500 CEOs & interviews with 25 top execs.

Book analyzes the implications of the transformation of CEOs into what it calls "CCOs" -- Chief Communication Officers. It offers a 4-principle model for effective CEO communication organized around the "CCOs" acronym:

Consistency: Aligning CEO words & actions, and internal & external messages
Compassion: Being empathetic to employees' concerns, and soliciting & using their feedback
Organization: Integrating CEO communication with other managerial communications, and matching sources, messages & media
Selectivity: Strategically deploying the CEO-communicator for maximum impact & to reinforce other managers' communication.

UNUSUAL FORMAT Book is a blend of nonfiction & fiction. Nonfiction portions present research findings & recommendations on how to use communication to manage & lead. Fiction portions, in the clos-

ing half of each chapter, tell the story of Arlen Burch Royster, a fictional CEO of Royal Accommodations, a national hotel chain, & how he simultaneously handles crises in his work & home lives. Arlen humanizes the points analyzed in the nonfiction sections.

"In counterpoint to most books, *Top Dog* takes a fresh, innovative look at CEOs & leadership from a human relations/communication perspective. It treats leadership -- & communication -- as the relationship-building processes they are, rather than as merely controlling functions. This atypical conceptualization of leadership turns the traditional leadership & management views upside down. We not only describe & discuss these notions & their meaning, but also offer specific examples & suggestions how CEOs & other managers can translate these ideas into specific behaviors," explains Pincus.

FUTURE SCENARIOS ARE PARTICIPATIVE IN A DIFFERENT WAY

Proactive or reactive. How your organization fares in the future depends on what you are doing now. "Looking ahead, studying trends, foreseeing events & developing future scenarios give us a sense of control over our lives & a basis for critical decisionmaking," explains a white paper from the marketing research dep't at Grafica (Chester, NJ). *Ethnic Diversity and Its Impact on Marketing Strategy* uses scenarios to foresee the future of ethnic diversity. "We want to know what is ahead of us as a result of the continuing trend of merging cultures & peoples."

FIRST, A LOOK AT 3 KEY FACTORS

1. **Worldwide demographics & migration patterns.** For example, ● US's 255 million population is expected to increase 50% to 383 million by mid-21st century. ● US will no longer be "a predominantly white society rooted in Western culture," according to Population Reference Bureau. ● By 2000, California will have no single racial or ethnic group as a majority. ● There will be over 2 billion teenagers in the world in 2001, most living in Asia & Latin America. ● World population, now at 5.5 billion, is increasing by 1.7%/year. 90% of that growth will be in countries with low & declining standards of living.

2. **Global mass media & its impact on language.** For example, ● Videocassettes bring Hollywood movies to remote corners of the world. ● CNN reaches homes around the world, impacting perceptions of world events. ● MTV reaches youth & teenagers around the world. ● English is the preferred language of cyberspace. ● Linguist Michael Krauss fears 90% of world's 6,000 languages are currently threatened, which could lead to a loss of ideas that could help us adapt to new ways of living.

3. **Information technology.** Already millions worldwide connect, one to one or in small groups, using computers. They share news, feelings & info and "cross all the boundaries of age, race & nationality."

THEN BUILD SEVERAL SCENARIOS

1. **Continued Ethnocentricity.** Global economic recession continues, living conditions are dire. Worldwide gap between "have" & "have-nots" widens. Middle class is technologically plugged in, poor