

- B. Last week a federal judge ruled the gays can legally be excluded because the sponsors now claim the parade is in part a protest of the state court rulings.
- C. Judge cited First Amendment rights -- and his ruling again raises old issue of whether freedom of assembly means being able to choose with whom one wishes to assemble. Service clubs, fraternities & others have been opened to women & minorities because, tho private organizations, they are deemed to have a public purpose of one type or another.
- D. This ruling, if it stands, allows wiggle room for all types of rationalizations to exclude just about anyone -- particularly since the real purpose of the very public parade has been evident for a century or more. "It's no longer a parade but an anti-gay political protest," said the gays' spokesperson.
- E. This is the kind of intractable, religious-based issue practitioners can expect to face for the foreseeable future. Like it or not, legal rulings & interpretations will play a vital part, since the relationships that permit negotiated settlements seldom exist on such emotional topics.

## WHY SUPPORT THE ARTS: FACTS, FIGURES & PHILOSOPHY

Business Committee for the Arts' special report tells why in its opening sentence: "Businesses that support the arts enhance their prestige, forward strategic goals, open new markets & enrich the personal & professional lives of their employees & customers, while improving the quality of life in the communities in which they operate." Some facts & figures:

- \$2.7 billion was added to the economy of the NY-NJ metro region by non-profit arts org'ns, finds a study by the Port Authority of NY & NJ.
- Studies indicate that including the arts in the K-12 curriculum enhances ability to (a) develop better verbal & non-verbal communication skills, (b) develop conceptual & problem-solving skills, (c) understand & appreciate different cultures, (d) build self-esteem.
- Business support to arts projects that include an educational component has dramatically increased from 74% in '92, to 95% in '94.

David Finn, chrm of Ruder, Finn, writes: "I believe there are 3 ways in which we can realistically combine cultural & social goals. The first is to encourage artists to create works that are focused on the social crisis we face. The second is to seek out creative talent among minorities, the poor, the homeless. The third is to bring the joys of creativity to those who do not have access to cultural experiences."

20 biz leaders state the rationale driving their organizations' investments in the arts. Includes resource section listing org'ns worldwide that can provide assistance. (\$9 from BCA, 1775 Broadway, Suite 510, NYC 10019-1942; 212/664-0600)

## PETER DRUCKER: RETHINK INFORMATION USE, NOT MESSAGES

What information do I need to do my job? From whom do I need it? How often? In what form? These are essential questions as we struggle to become **information literate**, the management guru told a Town Hall Los Angeles public issues forum.

"Most people don't think those questions out. Often because the information isn't there. Instead they improvise, go by hunch, by experience. But new technology is forcing us to think it thru."

Drucker has written 24 books, 2 texts & numerous articles on his mgmt thinking. He has consulted worldwide, for almost 60 years. Some of his thinking on a subject he finds badly misunderstood -- one vital to pr:

### DON'T CONFUSE THE TECHNOLOGY OF CONVEYING INFO WITH ITS USES

- **Most people are not yet information literate.** Most have not asked the question "what does this information do for me?" Instead, they're still focused on the technology.
- **Our most important old information system -- accounting -- is going to be changed out of all recognition.** It was designed in the 20s for manufacturing. Today, manufacturing accounts for 23% of the GNP & perhaps 16% of employment; the rest is services. This means the vast majority of organizations have no accounting that's worth anything.

"The problem with service-business accounting is simple. We know how much money comes in & how much goes out. We even know where it goes. But we cannot relate expenditures to results. Nobody knows how."  
[PR is caught in this -- as measurement attempts reveal]

- **Most businesses have 2 separate info systems.** One organized around the data stream; the other around accounting. Everyone bases their decisions on the accounting model, even tho most of us have learned how easy this model is to manipulate. By the next generation, when the data processing stream is more familiar, we will be able to merge the two, or at least make them compatible, which they aren't today.

### BUILD IN INFORMATION RESPONSIBILITY WITHIN ORGANIZATIONS

- **Make sure everyone thinks out "what information do I owe about my job & to whom?"** It's everyone's responsibility to educate the boss so he or she can make the right decisions about their work.



- Many organizations are proud they have e-mail allowing anyone to reach the CEO. "To be available to everybody is foolish because it commits you to answer. You'll spend all your time answering unimportant matters. Think thru what information you need. Sure you want to be accepted by your people, but only with things that matter."
- This means learning to indoctrinate the whole organization in information responsibility: "What information about my job do I owe so others can do their work? To whom? In what form?"
- Information is our tool, not our master. Over the next 20 years, tool users will have to learn what to do with the tool.

#### CONCENTRATE ON "OUTSIDE" INFO -- NOT THE GROUPS ALREADY "INSIDE"

- What's needed is data to understand what's happening on the "outside" of organizations. That's where changes occur, e.g. **the most important information is not about customers but about noncustomers.** Customers are already "inside."
- Case: department stores until the 80s had 28% of the retail market. "But they had no info on the 72% who didn't shop at department stores. And they couldn't have cared less." But this unknown group changed, became the dominant influence. Department stores were so busy looking at their customers they missed an opportunity. Being customer driven is vital, but not enough. An organization must be market driven, too.
- Challenge is not to get more or better inside information, but to add outside info -- where the true profit centers exist. And to build a system that gives this information to those who make the decisions.

"There aren't any *profit centers* inside a business. I coined the term -- the stupidest thing I ever did. The only profit center is a customer's check that doesn't bounce. The rest are cost centers."

#### HOW BADLY CURRENT INFO FAILS IN GUIDING DECISIONS

"Most people believe this country has a balance-of-trade deficit. Most people are wrong but don't know it," Drucker explained in a Forbes interview. "The early-18th-century balance-of-trade concept was limited to merchandise trade, & that is the only figure reported. America also has an enormous **service trade surplus**. The official amount is 2/3rds of the merchandise trade deficit. The actual figure is probably much bigger, because the real service trade figures are simply not there.

"For instance, we have some 500,000 foreign students in this country; the minimum they bring in is \$15,000 each. Therefore, we have about \$7-8 billion in foreign exchange income from these non-American students. It is simply not reported. I believe we may actually have a total merchandise & service surplus, though only a very small one. The figures aren't there, only the concept."

#### CONFLICT, NEGATIVE ATTACKS, HYPE, BIGNESS, SLICKNESS NOW FAIL

Says Eli Sopow in his workbook, *The Critical Issues Audit*. "One thing is inevitable: You do have severe issues looming on the horizon, or even pounding on your door. And you face two choices. You can either be on the *leading edge* or the *bleeding edge* with today's rapidly changing values & demands." Workbook contains self-guided tests that allow you to measure your organization's vulnerability to undetected issues.

#### 6 KEY VALUE SHIFTS

Sifting thru public opinion polls & more than 10,000 news stories, Sopow has identified 6 key value shifts "so profound they daily affect the reputation, integrity & future of organizations": 1) environment, 2) safety & security, 3) gender/equity issues, 4) service quality/value for money, 5) institutional accountability, 6) empowerment. These have been shaped into the 6-point Critical Issues Audit. It tests how synchronized an organization's mission & values are with key public expectations.

Workbook explains use of numerous tools, many new to most practitioners:

Issue Values Tree	Critical Issue Goalpost
Issue Power Test	Issue Progression Curve
Stakeholder Assessment Sheet	Issue Exposure Index

#### SOFTER STRATEGY WORKS, TOUGH FLOPS

1. "Survival means being focused, direct & speaking not to your own self-interest, but to the self-interest of the target audience.
2. "You have to make it clear for your listener *why I should give a damn* about your position.
3. "You have to use what I call your E.S.P. -- keeping messages emotive, simple & personal.
4. "Confrontation, conflict & negative attacks don't work. Consensus, negotiation, balance & fairness do. Hype, bigness & slickness fail in today's court of public opinion.
5. "Clear facts, local focus & genuine interaction with your audience wins," writes Sopow. (122 pgs; \$24.95 + \$3 shipping; from Issue Action Publications, 207 Loudoun st, SE, Leesburg, VA 22075; 703/777-8450)

#### ST. PATRICK'S DAY PARADE RULING RAISES DIVERSITY ISSUES

Could lead to exclusion of anyone not approved by event's organizers, no matter how public the event. The case & its ramifications:

- A. Boston vets organizations which sponsor city's March 17 parade refused to let Irish-American Gay, Lesbian & Bisexual Group participate. State courts ruled they had a right to be in the parade. Vets canceled the event past 2 years -- a *big deal* in Boston -- to keep it from happening.