

- 4) Having lots of *face-to-face meetings* to help alleviate the anxiety raised by the situation.

(More info: Ruth Hohl, 810/445-7302 or Catherine Ahles, 810/445-7244)

ARE YOU A BOSS OR A LEADER?

The Boss drives his people; the Leader coaches them.
 The Boss depends on authority; the Leader on goodwill.
 The Boss inspires fear; the Leader inspires enthusiasm.
 The Boss says "I"; the Leader says "We."
 The Boss "gets here on time"; the Leader gets there ahead of time.
 The Boss fixes blame for the breakdown; the Leader fixes the breakdown.
 The Boss knows how it is done; the Leader shows how.
 The Boss says "go"; the Leader say "Let's go."
 The Boss uses people; the Leader develops them.
 The Boss sees today; the Leader also looks at tomorrow.
 The Boss commands; the Leader asks.
 The Boss never has enough time; the Leader makes time for things that count.
 The Boss is concerned with things; the Leader is concerned with people.
 The Boss lets his people know where he stands; the Leader lets his people know where they stand.
 The Boss works hard to produce; the Leader works hard to help his people produce.
 The Boss takes the credit; the Leader gives it.

TELLING QUOTATIONS FROM THE PRSA CONFERENCE

"The public relations function is very central, part of the Third Wave in the broadest sense." -- Alvin Toffler, plenary session speaker

"Alvin Toffler describes himself not as a futurist, but as an observer of changing patterns of society. Edward L. Bernays used the same description for public relations practitioners." Anna West, conference chair, introducing Toffler

"I believe if you get too comfortable, you're in trouble."
 "If you do what you do well, you can do it anywhere" -- Ann Barkeley, receiving PR News' PR Professional of the Year Award

"The digital *homeless* tend to be well educated, affluent, and between the ages of 25 and 55: today's decision makers. The under 25s and the over 55s are digitally *literate* because they have a commodity denied to 25 to 55 year olds: time!" -- Nicholas Negroponte, plenary speaker, founder & dir of MIT's Media Laboratory

WHO'S WHO IN PUBLIC RELATIONS

HONORS. Inaugural Atlas Award from PRSA International Section to John Reed, int'l pr pioneer (Consultants in Public Relations, DC).

J. David Pincus (prof, U Arkansas, Fayetteville) awarded Jackson Jackson & Wagner Behavioral Science Prize by PRSA Foundation

COMBINING HI & LO TECH CHANNELS MAKES COMMUNICATION 2-WAY

Just a few years ago, US West Marketing Resources relied largely on its 2x monthly company newsletter to communicate to employees. The company now has a system combining both low & high tech channels that allows employees to pull information according to their needs. At the '95 PRSA Conference in Seattle last week, Pat Nichols Perrin & Robin Baca described the system.

LOW TECHNOLOGY CHANNELS

- **Face-to-face leadership site visits** -- getting leaders out to talk directly with employees -- are scheduled at least twice a year & informal visits are encouraged.
- **Cascade communications** -- occur as often as needed to provide managers with consistent information on company strategies & initiatives. A training class helped managers develop their face-to-face skills.
- **2 Newsletters** -- one corporate, one specific to the mktg resources div.

HIGH TECHNOLOGY

- **Video Town Halls** (twice a year) replicate face-to-face communications so employees in all offices can "meet" together. Generally hosted by CEO, meetings occur via satellite feed to more than 20 US West offices where employees can phone in questions for on-air answers.
- **B-Brief electronic mail bulletin** (weekly) follows standard format to communicate timely company & industry news. Fax-on-demand system allows employees to receive detailed information, should they want it.
- **Your Information Connection** uses an 800 number & e-mail for employees to ask questions & raise issues. Questions are forwarded to leadership or subject matter experts & generally answered within 2 business days. Questions & answers are printed in a quarterly bulletin.
- **News-by-Fax.** An 800 number lets employees request detailed information on topics listed on the back of the corporate newsletter.
- **News-by-Phone.** Topics include company news, industry news, latest legislative & regulatory news & week in review.
- **The Link.** Internal website provides corporate news on-line, such as "This Just In," "Products," "The Big Picture," "Let's Talk."
- **Video Information Network** cable tv system distributes video programming from internal & external sources. Used for training, information programs, special announcements & video conferencing.



RESULTS Biennial communications audit from Oct '94 indicates significant improvement in all areas of internal communication.

- "The company keeps us informed" -- up from 62% agree or strongly agree in '92 to 76% in '94
- "Information helps us do our job better" -- up from 33% to 48% in '94
- "Face-to-face communication is excellent" -- up from 33% to 65% in '94
- "Publications keep us informed" -- up from 64% to 77% in '94

(More info from Pat Nichols Perrin at 303/784-1137)

3-POINT CHECK FOR DEVELOPING A CRISIS COMMUNICATIONS PLAN

Arthur Benedict of Critical Issues Comms offered conference-goers this:

1. What's the **worst thing** that could happen to our organization?
2. What's the **likelihood** that it could happen?
3. What's our **plan** if the worst does happen & develops into a crisis drawing media, public & governmental attention?

Benedict advises keeping **immediate** crisis-response instructions simple (& to less than a page) because if they are hard to use, they won't be used -- & won't be much good in an emergency.

Community Relations	Community Relationships
No longer	But
Annual check	On-going involvement
Monthly meeting	Employee participation
Periodic Support	Knowing/Responding to needs
One-sided	Two-way: you know community community knows you

Developing good **community relationships**, not just a community relations program, is key. Establishing community relationships will

- identify key contacts
- help you communicate
- reduce impact, contain damage
- speed up recovery

whereas a bad community relationship will

- exacerbate the situation
- prolong the recovery process
- increase costs (litigation, approval process, trust)

In short, building good community relationships will provide a net to break your fall should a crisis occur.

SOLVING THE PROBLEM OF LEADERS NOT WALKING THE TALK

Many organizations going thru cultural change suffer the problem of leaders not walking the talk. Big problem is getting managers to understand the difference between being "bosses" and being "leaders" (see pg 4 box). Using their experience as a case study, Macomb Community College practitioners Ruth Hohl and Catherine Ahles present a process for **establishing a leadership culture** that all levels of leadership can buy into -- & that supports an organization's espoused values.

Step 1: Leadership Assessment Survey -- Macomb involved all 92 managers in grassroots research to ask *them* to identify:

- a) 5 people in leadership positions at the college who exemplified what a leader should be (this information was seen only by the president and then destroyed, with the results summarized in a memo that didn't name names);
- b) and then used a **gap approach** asking managers to create three lists of leadership characteristics (most essential, most evident, least evident) from a list of 20 culled from extensive secondary research in leadership literature;

The gap approach revealed that only one of the most essential (vision) was on the list of most evident and four of the most essential (developer, integrity, courage & holistic) were on the least evident list.

Step 2: Implement Changes -- Researchers continued to go back to the manager group via focus groups to probe the meaning of the top characteristics in terms of specific behaviors. This information was used to:

- a) create a widely-circulated **document identifying 7 key qualities** that Macomb managers are expected to demonstrate, with examples of specific behaviors amplifying each quality.
- b) establish performance, behavioral & base-line expectations of all managers. E.g., performance expectations involved refining job descriptions, noting personal areas that need improvement & modifying the evaluation process to reflect the 7 leadership qualities.
- c) establish a **staff development process** that included professional & technical knowledge, knowledge of organizational development (e.g. leadership & customer service) & knowledge for personal development.

STRATEGIES THAT WERE HELPFUL

- 1) Driving the process by assembling a **Leadership Advisory Team** that had representation from every unit of the organization, gender mix, etc.;
- 2) Getting **grassroots ownership from mgrs** by having them define leadership;
- 3) Emphasizing the importance of the initiative by **having the president kick it off**;