

PERHAPS AFTER ALL LEADERS ARE MADE, NOT BORN

A new, relational model of leadership is looked at by Center for Creative Leadership. Wilfred Drath, in "Changing Our Minds about Leadership," lets go of the idea that leadership starts with a leader, & to get good leadership you must start with a good leader.

- *Instead he suggests leadership is a process. Much like mothers & fathers are created by the process of having a child.*

"The individual is still there, as responsible & accountable & authorized as ever before. But this is an individual with an idea of participating in leadership -- not creating leadership -- & this feels more like being *in service to* the community (Robert Greenleaf's servant-leader, *pr* 5/20) than it does like *taking charge of* the community.

"Such a leader may feel more humble about being a leader, may be less likely to arrogate power & privilege, since leadership is understood not as something the individual brought to the position, rather as something the position brought to the individual."

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LET'S BE CLEAR: FAULT ISN'T WITH PUBLICATIONS BUT READERS

Yes, your magazine/newsletter/brochure is beautifully executed. The material is valuable. It's well written, well presented.

BUT -- the reader simply doesn't have the time or inclination to delve into it. Certainly & definitely not to read the body copy (where, unless you info mapped it, the good ideas lie hidden). What to do?

1. Unless you can address a *burning problem or issue* in the reader's life on the outside, s/he will not get inside, in most cases. That's the trick. Consider effective direct mail, where the powerful stuff is on the envelope -- to grab you in its rapid journey from the mail box to the waste basket.
2. BUT -- since the burning issue will be different for each reader, or grouping of readers, publications' mass media characteristics make the numbers work against them. 2 ideas:
 - a) As leading farm mags do, vary content for groups of readers. As far as they know, they're all getting the same mag...but they're not.
 - b) Take the term magazine literally, a collecting place. Do different "articles" targeted to each grouping, then send them "tear sheets" or "reprints" of just the article that interests them.

On the other hand, face the fact it's much easier to target groupings of stakeholders by face-to-face & similar methods.

FOR COMPREHENSION, USE "ANY COLOR, AS LONG AS IT'S BLACK"

So advises Colin Wheildon in his book *Type & Layout* (Strathmoor Press, Berkeley, Cal, *pr* 4/3/95). Wheildon backs up his preference for black on white with research data. "I would have felt better if I'd seen some research to back up Kinko's advice on the use of color (*pr* 9/9)," notes Robert Moulthrop of Scudder in a fax to *pr*. Wheildon's findings are an important overlay to Kinko's views. While Kinko's focuses on color as a magnet for the eyes & its ability to impart feelings, Wheildon asks "what does it do to **reading comprehension**?" Some findings:

- HEADLINES**
- 61% of all readers found headlines using high chroma colors (cyan, magenta, hot red, bright green, orange) most attractive, drawing their attention quickly to the text.
 - But, 47% found these headings hard to read. 64% found the color intruding while trying to read the text. 12% felt the same effect as an obtrusive light, or an over-bright color tv picture, distracting the eyes. 10% found the colors intense & tending to cause eye-tiredness. Stock used in this test, as in all tests, was non-reflective.
 - Tests using low chroma colors (deep blue, dark emerald, purple, plum red) show these headlines don't have the same magnetic quality but comprehension is 3 times higher than high chroma colors. But -- this is still less than 80% of those for black headings:

Headline Color	Comprehension Level		
	Good	Fair	Poor
Black	67%	19%	14%
High chroma	17	18	65
Low chroma	52	28	20

"This is not a recommendation that a ban be placed on headline spot color. Used judiciously & sparingly, color can be a most compelling & useful heading feature. But great care should be taken that the color doesn't get in the way of the message."

- TEXT**
- 76% found text printed in high intensity colors difficult to read, causing lines to merge, breaking concentration, making reading difficult. 63% felt similarly about medium intensity colors.
 - Few readers retained any comprehension of the text printed in bright colors beyond the first few paragraphs.



- 41% indicated there was insufficient contrast between brightly colored text & the paper background, despite the intensity of the color.
- When shown pages printed in black & in cyan, 90% found the black page boring compared with the blue. 81% would prefer to read the colored page because it was more attractive. However comprehension suffers:

Text Color	Comprehension Level		
	Good	Fair	Poor
Black	70%	19%	11%
Low intensity (deep purple, PMS 259)	51	13	36
Medium intensity (French blue, PMS 286 -- very close to prr's blue)	29	22	49
Muted (olive green, PMS 399)	10	13	77
high intensity color (cyan or warm red)	10	9	81

- Every reader said he or she would prefer to read text printed in black.

✓ VOICE - MAIL OFFERS A NEW TWIST TO PERSONAL COMMUNICATION

A price decrease for Kellogg cereals had been in the planning for 2 years. When the date for the decrease got moved up, the president of US operations sent an internal message to all pertinent people using a voice-mail broadcast, a spokesperson told prr.

- It's a quick & personal medium ... when you listen to your phone messages, there's the voice of the president talking to you.
- Needed is a voice-mail system that will broadcast to all phones, or selected groupings -- the way e-mail systems can.
- Method is far more personal than an e-mail, memo or fax.

Maybe there's merit in voice-mail for the message recipient *despite* the frustrations it so often gives the caller trying to talk to someone.

✓ PUBLIC'S ENVIRO CONCERN IS CHALLENGED -- BEHAVIORALLY

Will people sacrifice luxuries to support ideals? Hotel St. Francis (Santa Fe) began alerting guests they may choose not to have clean towels & sheets daily in order to conserve water -- as well as laundry soaps & other pollutants that get into the environment. Housekeeping staff still remakes beds & refolds towels so rooms look fresh upon guests' return.

"We started this during the recent water shortage. But there hasn't been much participation. Maybe 10%. We're disappointed because the water shortage has been so bad," Debbie Allmann told prr. Tho it has been rainy

lately, "we're still basically in a drought" & the hotel continues to offer guests the chance to participate. "It's going to be a staple for us." Will it become one with hotel guests?

Similarly, water is not served with meals unless requested -- as many drought-ridden areas have done. "Some people were really angry about this. But Santa Fe would fine us if we did." Comment cards reflected guest's anger -- but offered other water-saving solutions the hotel is looking into.

American Hotel/Motel Ass'n is distributing printed cards to all hotels & motels wanting to participate in this program. "It's becoming a regular thing in many of the larger hotels." Travelers report many hostelryes taking up the idea.

ANOTHER CASE WHERE PR'S ROLE IS TO PROVIDE PERSPECTIVE

How do you get across to guests the idea, "You don't do this at home"? Who changes their sheets daily or washes their towels after only one use? PR's role is to help bring people's attention to the basics. A reality check. For example, phone companies sometimes need to remind complaining customers, "Remember, when you lift the receiver, there's almost always a dial tone." Or electric companies can say, "When you flick the switch, the light does go on."

WANT TO TAKE YOUR PROPOSED LAW DIRECT TO VOTERS?

Seize the Initiative explains the do's & don'ts of taking issues directly to citizens by getting involved in ballot measure campaigns. It explains the different types of ballot measures & the relevant tax & election law, provides guidance on what activities 501(c)(3) org'ns may engage in without jeopardizing their tax-exempt status, & answers frequently asked questions.

- 24 states plus DC have provisions for statewide initiatives &/or referenda to be placed on the ballot by citizen petitions. 49 states (Wyoming is the exception) have some form of local voting on ballot propositions, including bond issues.
- In the late 70s, the initiative process was used to slash public services thru property tax limits in Calif (Prop 13) & Mass (Prop 2½).
- In the 90s, NPOs are on the frontlines of the initiative & referendum movement, fighting for campaign reform, environmental protection, improvements in public health & arts funding.
- They are also fighting back against attacks on affirmative action, anti-gay proposals, abortion & immigration restrictions, & right-to-work measures.

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