

But -- if internal com'n resources are being cut (as reported in pr 9/22), are these basic building blocks secure? Another point to make in favor of increasing internal com'ns funding. (More: Davis Hays & Co, 80 Grand ave, River Edge, NJ 07661; 201/342-7288)

ANOTHER DEVELOPMENT IN "SOUL / SPIRIT IN THE WORKPLACE"

Ray Caruso, 59, pres of Lord, Sullivan & Yoder Marketing Communications (Columbus, O) will leave at the end of '97 to begin his "second career" -- a consulting firm concentrating on the new bottom line for leadership companies of the 21st century: *the simultaneous growth in profits & social responsibility.*

- "The successful businesses of the future will have to see themselves as servants to a larger community; as organizations that fulfill a certain role for the greater good. It's that philosophy I want to impart now as a consultant, showing businesses that the new bottom line is the creation of economic & social capital," explains Caruso.
- His vision grew from involvement with The Institute of Cultural Affairs, an NPO concerned with the human factor in community & organization development. There he did "corporate Peace Corps" trips to places such as Micronesia, Egypt & Africa, using his experience to help communities, businesses & org'ns learn how to prosper while contributing to society at large. Firm will be headquartered in Columbus.

FACTUAL RELIABILITY OF INFO ON THE NET IS QUESTIONABLE

"There's no difference if they grab it off the Internet or if they grab it off a bathroom wall," said journalist Patricia Calhoun at the '97 forum of the First Amendment Congress.

"The difference is this," added journalist Clifford May, "you can disseminate it much more widely & much more quickly on the Internet. But that doesn't mean it requires more regulation."

At issue are a) what regulations & at the same time b) how much protection by the 1st Amendment should the Internet receive?

CyberRights reports on the speeches, debates, workshops & resolutions generated by the forum. The resolutions strongly affirm constitutional liberties & warn that each of us, as individuals, has the right to decide what is appropriate for us. (More from U of Denver, 2200 S. Josephine st, Denver 80208; 303/744-7068)

WHO'S WHO IN PUBLIC RELATIONS

HONORS. Marilyn Laurie (exec vp, brand strategy & mktg com'ns, AT&T) receives St. Bonaventure U's (NY) Thomas Mosser Award for outstanding accomplishments in pr.

PEOPLE. Mitch Kozikowski joins U of Pittsburgh as exec dir, pa, reporting to the Chancellor; dep't of univ rels & office of com'ns will report to him.

DONORS & FUNDRAISERS NOTE: STUDY FINDS PHILANTHROPY TOO BUREAUCRATIC, CHUMMY, GOV'T-LIKE & GIVING MISDIRECTED

American charity is in need of reform, finds a report by the National Commission on Philanthropy & Civic Renewal -- established by the Bradley Foundation (Milwaukee). Report offers insights to institutional givers as well as individuals & charities. It's based on 9 months of discussion, research, meetings with program administrators & knowledgeable mbrs of the philanthropy world, and site visits to many charitable org'ns. Findings:

7 PRINCIPAL WEAKNESSES OF TODAY'S PHILANTHROPY

These apply to individuals, corporations, foundations & recipient org'ns:

1. Individual giving is haphazard, misdirected & misspent
2. Private foundations do too much study, too little direct service, too little hard-nosed evaluation of what they get for their money
3. Many large charities compete with deserving local org'ns, creating more distance between the donor & the ultimate recipient
4. Some charities have themselves become dependent on gov't
5. Large foundations have started to act like gov't
6. Many foundations spend a lot of energy talking to one another, rather than addressing problems directly
7. Established philanthropy prefers the grand theory -- & abstract cause -- over the simple solution to a tangible problem

FRAMEWORK NECESSARY FOR RENEWAL

1. **Effectiveness -- not merely generosity -- must become the principal criterion for donors.** The gap between the generosity of givers & the impact of their giving must be closed by reorienting giving toward org'ns that get, & can demonstrate, real results -- not those that are popular but don't work (e.g. DARE to Keep Kids Off Drugs).
2. **What philanthropy & volunteerism do most effectively is profoundly different from what government does.** Charity creates incentives, accountability & moral leadership that gov't programs consistently fail to do. The purpose of private charity is not merely to "fill gaps" left by shifts in gov't spending.
3. **Philanthropy & volunteerism must resist government's embrace.** For many years, federal spending has tended to turn private charitable efforts into heavily regulated org'ns that are ever more dependent on gov't appropriations. More recently, gov't has begun trying to impose similar strictures on vital volunteer activities.



4. The most effective giving on behalf of the poor focuses on a) tangible problems b) with real solutions c) in one's own community. The most impressive org'ns focus on discrete problems & set achievable, measurable goals rather than try to solve broad, intractable social problems.

5. Effective giving calls for "civic entrepreneurs" & enlightened recipients.

- Civic entrepreneurs seek out org'ns that are most effective in revitalizing communities, focusing laser-like on actual results -- not simply money raised, intentions voiced or services offered.
- Recipients must be as tough-minded & independent as their donors, insisting on results, focusing on innovation & rebuilding civic institutions that will have a long-term effect.

CHALLENGES FOR CHARITIES & ORGANIZED PHILANTHROPY

- Focus on effectiveness, not just goodwill
- Keep mission & methods distinct from those of gov't
- Tenaciously resist gov't encroachment
- Tackle well-defined, concrete problems, not broad social theories
- Be driven by an entrepreneurial spirit, rebuilding communities & opening paths of self-reliance for the poor & economic opportunity in impoverished neighborhoods. (132-pg report, \$20, from the Commission, 1150 17th st, NW, Wash DC 20036; 202/463-1460; <http://www.ncpcr.org>)

REPORT'S GUIDEPOSTS FOR BETTER INSTITUTIONAL GIVING

1. Give locally instead of nationally
2. Evaluate the programs you fund -- & government's too
3. Fund program operating expenses
4. Support the work of faith-based charities
5. Create economic opportunities
6. Create opportunities for volunteerism
7. Stop drowning them in paperwork

CONFERENCE CALLS LOW-TECH -- BUT WORK & ARE PROLIFERATING

Low-tech & interactive, conference calls are gaining popularity as a way of communicating within groups. Voice conferencing industry revenues were \$728 million in '96, expect to reach \$1.5 billion by 2000. A major advantage is simplicity. It merely requires a telephone. Some stats (from ConferTech, Westminster, Colo) on this trend:

- 1 of 3 businesses uses teleconferencing at least once a month
- Telecommuting by Fortune 500 employers is rising 10% per year
- 50% rely on teleconferencing for "virtual office" communication
- 70% of Fortune 500 use audio conference calls for major announcements
- 80% of business-to-business face-to-face meetings for large-scale initiatives follow up with teleconferencing

FINANCIAL IMPACT MAKES THE CASE FOR CONFERENCE CALLS

- \$75 is average cost of a 1 hr audio conference with 5 participants located in 5 different states. Average cost to travel to a meeting from 4 different states with hotel & food for 4 people is \$2,500 (\$1,600 for airfare, \$500 for hotel for 1 night, \$400 for food & incidentals).
- Per worker productivity increases 200% using teleconferencing for 5 multi-located participants.
- 2 days is average decisionmaking time for 12 point-to-point calls between 5 people (includes identifying options, leaving messages & follow-up). Average business decision time using teleconferencing between 5 people is 30 minutes.

"By linking decision-makers no matter where they are located, & by providing an interactive means of communication with key audiences, conferencing can have a major impact on productivity & customer service," notes Scott Tiedt, Bell-South mgr for voice conferencing services.

Voice conferencing services now include:

1. Fully automated calls;
2. Translators for international calls;
3. Advance dissemination of documents via broadcast fax;
4. Moderators;
5. Complex, orchestrated productions featuring security screens to ensure all participants are authorized.

PATIENCE & TRUST NEEDED TO HELP EMPLOYEES UNDERSTAND ISSUES

Writes Alison Davis on how UPS might have prevented the recent strike:

- **Make workers business literate.** Companies as diverse as GE, Sears & Continental Airlines have demonstrated that when management informs employees about key business issues -- when employees, in fact, become business literate -- the "us vs. them" mentality diminishes
- **This earns tolerance.** Along the way, employees become remarkably tolerant of even tough, painful decisions because they understand the sound business rationale behind those decisions
- **Don't talk down.** Increasingly, smart companies are realizing that their workers are both more intelligent & more willing to learn than old-style, top-down management gives them credit for

5 INGREDIENTS TO CREATE UNDERSTANDING:

1. **Context:** How the company's actions fit into the big picture
2. **Personalization:** The big picture is important, but employees also need to know how to do things differently as a result
3. **Dialogue:** Provide opportunities for employees to ask questions & express concerns
4. **Energy:** Building understanding requires sustained effort by sr mgmt
5. **Patience:** It takes time to build understanding, & to create an informed committed workforce