

- In *Disappearing Acts* (MIT Press) she postulates a different model of org'l success from the hard-headed "masculine" model that does not include *nurturing* of workers, customers etc. Her model is based on relational skills
- She told an interviewer, "If you had a different model of success, what I'm calling a relational model, business leaders would say 'This is just what I wanted'"
- Relational skills are necessary to org'l success because workplaces are living systems

Relational skills include asking what stakeholders think & then designing something jointly, which saves time & improves chances of implementation. This is a set of skills society has long assigned to women – particularly the role of helping people grow, today a top business skill. E.g. she finds women do the "glue work" on teams – informing people, resolving disputes, translating folks to one another, so a collective product can come out.

ITEMS OF INTEREST TO PRACTITIONERS

¶ **Better Standards Tied to Growth in Grays, But News Isn't Always Good.** Improved living standards have led to longer life expectancies around the globe. Young & Rubicam (NYC) reports that in 20 yrs, the 60+ crowd will comprise 25% of Europe, **32% of North America**, 17% of East Asia & 12% of Latin America. But Hong Kong is a case study of a potential downside. Buckling under the strain of a swell of seniors, small island has over 900,000 (15%) of its 6.8 million who are 60+ – & that number will surpass 1.5 million by 2015. 20 years ago, this age bracket made up only 7% of the population. As families strive to provide for elders, there's been a marked rise in senior suicides. Note that Hong Kong's percentage of grays is well below that of US, Canada & Europe.

¶ **Biz Mag Sees Political Savvy as Increasingly Important for Practitioners.** Public affairs know-how is emerging as a leading pr discipline, reports *Twin Cities Business Monthly*. Corporations & other org'ns are turning to practitioners who "blend political savvy, in-depth polling techniques & pr skills to help business shape its interactions with gov't." Lobbying is changing from one-on-one advocacy to coalition building. Receptions & dinners held by lobbyists are turning into grassroots activities. Sounds like good old-fashioned pr to us!

¶ **Direct Mail Continues to Role Model How Tough It Is to Break Thru the Clutter.** The outside of the envelope from Oxfam America's current fundraising letter reads: "ENCLOSED: No Address Labels to Use, No Calendars to Look At, No Petitions to Sign. And No Pictures of Starving Children." (pr's collecting some of the miltifarious "surveys" being sent & will report on their damage to legit research as well as to direct mail.) Letter inside repeats the theme with details – "... address labels aimed at 'guilt tripping' you into giving" – then uses its straightforward pitch to illustrate that Oxfam isn't "your ordinary charitable org'n."

WHO'S WHO IN PUBLIC RELATIONS

DIED. Phila pr veteran & pr raconteur extraordinaire **Frank X. Long**, whose career began at NW Ayer in '54. Noted for creativity, he was also an author & poet. Sr. Counsel to Anne Klein & Assoc (Marlton, NJ), he also taught for years at Drexel, Temple & Rowan College, was

active in community affairs. When Okla. opens its centennial time capsule in '07, the Plymouth car Long wangled in will be a collector's joy – as to him was the *Life* photo he garnered of the car being placed there in '57

The Cutting-Edge Newsletter of Public Relations,
Public Affairs & Communication Strategies
603/778-0514 Fax: 603/778-1741
E-mail: pr@prpublishing.com
www.prpublishing.com

Vol.43 No.32
August 14, 2000

AS REPUTATION DISPLACES TANGIBLE ASSETS AS DETERMINANT OF MARKET VALUE, COUNSELOR OFFERS TOOL FOR MANAGING IT

Joining a chorus of practitioners, NYC counselor Ken Makovsky told a Conference Board workshop on reputation management a "Repucratic Revolution" is underway. Reputation – comprised of brands, expertise, management credibility, employee loyalty & public trust – is becoming the key determinant of market value ([pr](#) 3/13/00 & 3/10/95).

- "It's the radical shift in which reputation is superceding tangible assets – cash, inventory and real estate – as a yardstick for measuring a company's value"
- All org'ns are increasingly being judged on non-financial indicators, so this applies beyond publicly held corporations. Typically, they are the pacesetters here

PERCEPTION IS REPUTATION; YOU CAN CHART IT ON A GRID

Makovsky refers to the "Zen-ification" of reputation management. "Zen recognizes that perception shapes reality. You need to

acknowledge that perception also shapes reputation." Because people perceive things differently, it's key to keep in close touch with all publics. AND, perception can sometimes change with the blink of an eye or the click of a mouse.

1. **He suggests organizations develop a "rep forecast"** similar to a financial forecast. "It's a tool for thinking strategically about the future of your reputation. It enables rep managers to identify potential opportunities & vulnerabilities early on, before any action, or lack of it, can irreparably damage the rep of their company"
2. **Forecast could be in a grid format & should project 3 years ahead:**

Relevant Variable	Best Case	Worst Case	Expected
economy			
demographics			
psychographics			
technology			
competition			
politics			
regulatory action			

3. **Next, assess the potential impact of each relevant variable on:**
 - 1) product /service development, 2) marketing & mktg com'n, 3) employee loyalty,
 - 4) community, customer & shareholder relations, 5) recruiting, 6) training, 7) market value



“Once you’ve filled in the grid you can begin to detail your strategies for dealing with each of the resulting scenarios.” Also, rep managers should work closely w/CEOs to execute against those strategies. (More from Makovsky @ 212/508-9644)

Commission on Measurement & Evaluation of the Institute for PR has a task force studying non-financial indicators. One goal is to assure the profession influences the measurement devices ultimately selected. Another is to evaluate & publish for practitioner use info on measurement devices currently available. **Suggestions & experiences are invited.**

Members are counselor Hans Johnsson (HVAJ@aol.com), Kathy Collins of GM (kathryn.collins@gm.com), Jim Grunig of U of Md (jg68@umail.umd.edu), counselor Mitch Kozikowski (mitchkoz@stargate.net), Otto Lerbinger of Boston U (olerbing@bu.edu) & counselor Pat Jackson (pjackson@ijwpr.com).

ON-LINE PITCHING TIPS GIVEN BY PANEL OF HEALTH REPORTERS

Pitching healthcare – or any – stories to on-line media has its own slants. Workshop at the National Press Club (DC) offered useful advice for success. The panel – online reporters Jeff Levine (Web MD), Jenny Cook (American Health Line), John Riley (USAtoday.com), Clare Oh (WashingtonPost.com), Barry Hoffman (Healthscout) & Glynn Prentice (CBS HealthWatch) – suggests:

1. Since most health sites are consumer driven, be sure your pitch **answers the question**, “How will my product or issue affect customers?”
2. Clearly explain the **benefits** for customers
3. Pitch tailored, well targeted story ideas. **Don’t spam** with canned stories
4. Story ideas that **lend themselves to reader polls or message board discussions** are highly favored
5. **Offer graphics to accompany story, but** never send them unless requested. Reporters can become annoyed by graphics, which often take time to download
6. Reporters are hungry for stories involving **minority populations**
7. They will honor embargoes and are open to **exclusives**
8. They like **“immortality” products** that help people stay younger, feel stronger, look better, etc
9. Stories on **alternative therapies** & medicines are welcome
10. Many sites have opportunities for your expert to do **on-line chats**
11. They like background materials for **seasonal stories**. “That is, do your homework before pitching stories about Lyme Disease, allergies, skincare in the sun, etc,” attendee Brian Ruberry, Allhealth PR (Maryland), told pr
12. **Much of their content is taken from newswires**, so try to get your story over AP or another wire

13. **Deadlines are thruout the day**, not the typical late afternoon deadlines hard-copy colleagues face
14. **Never send attachments unless requested**. “This gets into the virus issue. It’s also very annoying to receive page after page of someone’s slides, for example”
15. They greatly **prefer e-mail pitches** “as opposed to phone, fax or mail”

Ruberry, who compiled the tips, is offering a workshop titled, “Meet the Health & Medical Talk Show Producers” in October. (Info from him @ 301/948-1709)

MORE TLC: PUBLIC WANTS PAMPERING, TRENDWATCHERS FIND

Demand for service – in banks, stores, gov’t offices, restaurants, everywhere – is growing stronger by the day. As consumers & businesses have more money, they have less time – & are going for services that take care of every need. Businesses are taking the cue. “Entrepreneurs are jumping at the opportunities, eagerly searching for ways to make money from time constraints & lazy streaks of their customers,” Trend Alert reports (published by Workforce Stability Institute, Greensboro, NC).

1. **Concierge services are expanding**. Emerging just a few years ago, concierge industry is growing in both the business & personal arenas. “We’re already seeing networks formed to serve clients around the country; franchising is just around the corner”
2. **Tight labor market will make an impact**, as more employers compete to attract workers. Benefits like concierge services will be a profitable business for owners as well as employees. BUT on the service delivery side, tight market also means org’s sometimes have to put up with workers who don’t care about satisfying customers, or even being pleasant
3. **Single-service firms will combine forces with one-stop shopping**. Service providers will become involved in combos & roll ups, e.g., the recently announced relationship between Takeout Taxi & Blockbuster Video. Customers can order dinner & a movie and have both brought to them for enjoyment in the home

Anti-trend appears to be difficulty in rolling out the e-grocery biz. E-mail your order, it’s delivered & even put on the shelves, in some cases. Cost may be a factor, but compared to time saved it’s minor. Many can remember when dairy products, bakery goods, produce, brushes & cleaning supplies were sold & delivered door-to-door – first from horse & wagon, then trucks. Could trend go that far again?

“We have high expectations of service; we love it when service is provided well.” Implications for all org’s are huge – e.g. why aren’t gov’t offices open at convenient evening & weekend times, how are visitors to schools welcomed, etc.

POWER DYNAMIC IN WORKPLACE NOW IS “RELATIONAL SKILLS – A NATURAL FOR WOMEN; REDEFINING FEMINISM BEYOND GENDER

Joyce Fletcher, who studies gender & power in the workplace at Wellesley College & Simmons Grad Schl of Mgmt (Boston), finds feminism is no longer about laws & equality. It’s moving from men v. women to rethinking basic principles that were based solely on masculine experience.