

people -- the key decisionmaker (not always the boss) and the heel." Direct talk to the first. Then "put the heel in his place or draw out his criticisms so you can respond to them before you leave." Decisionmaker is "relaxed, and talking with his hands clasped behind his head." Heel has "tightly buttoned vest, tightly crossed arms, head tilted back & away in attitude of disagreement."

"Body language must be read in clusters," he cautions. "No one sign, taken alone out of context means anything except you're gullible." Consider these clusters:

1. Center (just under the arms) -- Can be opened (generally, friendly) or closed (negative attitude).
2. Head -- Tilted upward reveals superiority. Toward speaker shows agreement. Forward with center open can indicate evaluation.
3. Posture -- Squared shoulders suggest strength & responsibility. Retracted shoulders may mean anger, or confidence & authority. Leaning backward gives artificial height & the psychological advantage.
4. Legs -- Crossed ankles reveal tension in a man. Crossed legs, unreadiness. "For some unknown reason, we rarely make decisions when one foot is off the floor," he observes.

(For copy of Cooper's book write Amacon, 135 W. 50th St., NY, NY 10020. Cost is \$12.95.)

### THINGS PROFESSIONALS SHOULD KNOW ABOUT

¶Emhart will be first to televise annual report. Narrated by pres. T. Mitchell Ford, it will be transmitted by cable television networks in 8 metropolitan areas Aug.9. Networks reach estimated audience of 1.2 million of which 2000 are shareholders. Video report follows format of written version, excluding statistical tables & footnotes. John Budd, vp-pr, believes cable is "an intriguing and vast medium that could have a profound impact on corporate communications."

¶One Way To Cool A Crisis? Verbatim recording from laidback shop: "Hello. This is Public Relations. We are away on annual vacation until August 12. If you would leave your name and telephone number at the sound of the tone, we will call you when we return to the office." (Emphasis ours.)

¶Politicians continue to be the worst villains for misusing the term public relations. Robert Strauss, Pres. Carter's campaign mgr, responded to the call for an open convention when Democrats convene in NYC this week by calling it "a public relations gimmick." Reporting the incident, UPI said he chose the phrase in order to "ridicule" the proposal.

### WHO'S WHO IN PUBLIC RELATIONS

PEOPLE. Wesley Pedersen joins Public Affrs Council (D.C.) as comms dir... Grace Polk appointed dpr, American Society of Magazine Photographers (NYC) ...Daniel Fallon appointed comms dir, Business Committee for the Arts (NYC) ...Janice Guidry Gibson named pr mgr, Coca-Cola Co. Foods Div (Houston)...

...Charles Knight Jr. joins Inter-Continental Hotels as pr mgr of The Mark Hopkins (San Francisco)...Analog Devices (Norwood, Mass.) names Neal Sanders to newly created position, dir, corp comms.

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### INFORMATION AGE RESTRUCTURES SOCIETY: IDEAS & OPINIONS REPLACE CAPITAL AS CRITICAL RESOURCE; WILL PRACTITIONERS BE READY TO GUIDE?

The information society is here now -- and its implications for public relations are monumental. Futurist & researcher John Naisbitt outlined for PRSA Utilities Section some of the attributes of this new social order.

In information societies, data and opinions are the strategic resource. This gives individuals easier access to the system. In an industrial society capital is the strategic resource. But capital is very difficult to amass. Therefore, it is far more difficult for individuals to access the system. This explains the trend toward public participation, decentralization & other sociological trends.

Among the assumptions which need to be revised, according to Naisbitt, is that the present economy is not creating jobs. In fact 9 million workers have been added to the U.S. workforce in the past 7 years. However, where those jobs are is instructive. Despite all the talk, the Federal Gov't did not increase employment. But, 3 million workers were added to state & local gov'ts. Similarly, the Fortune 1000 did not increase employment. But small businesses added 6 million workers -- and 80% were in companies less than 4 years old.

60% of present jobs involve the creation, processing or distribution of information. This includes banking, education, insurance, gov't, media. By contrast, in 1950 only 17% were in this category. Two years ago clerk became the number one occupation numerically.

Naisbitt predicts that large businesses and other organizations will increasingly become entrepreneurial units. He is sr-vp Yankelovich, Skelly & White (NYC) and publisher of The Trend Report.

	<u>Time Orientation</u>	<u>Interrelationships</u>
Agricultural Society	Past	Man interrelates with the elements.
Industrial Society	Present	Man interrelates with material goods.
Information Society	Future	Man interrelates with man.



COUNSELOR WARNS AGAINST "INSTITUTIONAL FORMULAS,"  
GIVES EDUCATIONAL CLIENT A BUSINESS SOLUTION

As competition for marketplace attention stiffens, universities & other non-profits should

beware of penny-wise, pound-foolish external communications. Traditional cost-cutting mentality may lead practitioners to inappropriate communications solutions. In counseling Univ. of Miami School of Business Administration, Bruce Rubin says his public relations firm (South Miami) "pondered" in frustration for almost 6 months before they realized the B-school "needed to be treated like any other client."

"We were reluctant to recommend brochures that were considered 'too costly' for a University," Rubin told prr. But "to get the attention of potential students & of businesses, we had to compete with other businesses, so we had to compete like business does. Once we switched into that mode of thinking everything worked much better."

Result was attractive series of rich looking booklets. Understated, two-color, covers have high quality textured paper & embossed gold lettering. These major pieces replaced "dozens of minor pieces," so administration didn't object to spending more. Publications are part of major program to strengthen B-school's reputation. Results have been highly satisfactory, Rubin says, including better relations with area business & improved fundraising. Other highlights:

1. Recreated Board of Directors that had "gone by the way-side." Tapped different business sectors for members.
2. Planned series of publicity efforts to generate awareness of graduate programs. Included placing Dean on local talk shows.
3. Arranged for B-school faculty to author articles for local legal paper, read by attorneys, bankers & corporate heads. Unfortunately, Rubin notes "This was a dismal failure since the dean was unable to convince faculty members to author such articles."
4. Created alumni newsletter to strengthen school ties.

EXPERT APPLIES BODY LANGUAGE THEORY  
TO BUSINESS SETTING,  
SAYS SPOKESPERSONS SHOULD KNOW

Those who dismiss body language could be writing off a powerful tool. Voice & body account for 90% of communication, words convey just 10%, according to experts.

Often it's just as important to "teach corporate spokesmen how to present themselves non-verbally as emphasizing what they're actually saying," says management consultant Ken Cooper. Common speech mistake which destroys credibility is non-fluencies, the "ums, ers, y'knows." Meaningless, nervous gestures such as coin jingling or playing with hair can also undermine. He cites famous Nixon-Kennedy debates where "Nixon got killed visually though on tape it sounded like a very even debate."

Cooper, who has authored Nonverbal Communication for Business Success, says nonverbal comprehension helps in situations ranging from presentations to arranging office furniture. When giving presentations, he advocates this: "Always look for two

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--- -- HOW SPECIAL LANGUAGE HELPS PROFESSIONALS SERVE BETTER... --- --  
AND AIDS CLEAR COMMUNICATION

Public relations does not require a special jargon, argued every responder to prr's symposium. They labeled it "Esperanto," "obfuscation," "buzzwords." What the field should use is "plain language" & "clear communications." The letters were thoughtful, emphatic, witty. Here, PRSA Pres. Pat Jackson "respectfully disagrees," based on conversation with practitioners about their day-to-day problems.

Those who doubt the usefulness of special language start with the assumption public relations is primarily communications. This cannot be so if we are a profession.

As professionals, every practitioner at whatever level or in whatever job must be first & foremost a counselor. The ability -- and responsibility -- to share our particular knowledge with client or employer is paramount. It must precede any communication.

What message is to be sent -- if any? At which publics is it targeted? How will it further the organization's goals? These and similar questions come first. Maybe no communication is desirable or necessary. Public relations professionals participate in such decisions.

By contrast, communicators are like truck drivers. After someone decides to deliver a package, they then call the truck driver to get it there. This "truck driver" mode has been a major barrier to achieving professional recognition.

The principal skill of counseling is ability to understand & explain what is happening or proposed. This is made easier by use of special, highly definitive language. The goal is not to befuddle or impress -- to "dazzle 'em with fancy footwork," as one person put it. Rather, terminology is used to provide accurate theoretical frameworks -- frames of reference, if you prefer -- which give clients new insights, new vantage points for viewing what is occurring.

Every other profession has such language. So do every trade, academic

discipline, industry, sport, hobby. Much of the richness of the mother tongue lies in the precision these specialized languages provide. Often their terms spill over into common speech. Of course some of it is banal, meaningless jargon. Common speech is also full of banal, meaningless words. In either case it is the discipline & discrimination of the speaker that resists misusing the linguistic tool -- not the avoidance of special language. Some examples, from many that are available. Legal terms are simple (partly because they are centuries old) but they constitute a special language: writ, tort, injunction, suit, brief, lien. Each has precise meaning. A lawyer uses them freely -- but quickly explains their meaning & import to laymen. If lawyers had no such terminology, communication with clients would be more difficult & confusing. Try defining a writ in street talk... and see how helpful the frame of reference provided by that definitive term really is.

Go to your shoe repair shop. The cobbler says "Aha! You have a broken shank." Then he explains what a shank is, or you ask. The result is to make it crystal clear he has knowledge you and I don't. The terminology establishes expertise, which engenders respect.

Everyone is an expert on public relations, as we all know. They read, listen, talk, understand people -- whence their expertise. One quick way to end this cant is with more definitive terms, i.e. special language. If that constitutes a "mystique," so be it. The objective is more important than the criticism.