

5. Public relations effectiveness depends on knowing what to do and how to do it to achieve established goals. Insist that your public relations efforts have objectives that management cares about.

6. Public relations is a continuing requirement, not a luxury, through the ups and downs of the financial cycle. It shouldn't be abandoned.

Another tool to stimulate management perception of the public relations function is spelling out considerations when choosing a public relations counseling firm, as in report by Ronald Watt, Hesselbart & Mitten/Watt (Cleveland). Report stresses difference between public relations firms and advertising & marketing agencies. Explains importance of research and strategy when developing and instituting plans. Sharing report about hiring outside firms may strengthen understanding of public relations role inside organization. (For copy write: "White Paper," Hesselbart & Mitten/Watt, 619 National City Bank Building, Cleveland 44114.)

WHO'S WHO IN PUBLIC RELATIONS

AWARDS. PRSA selects 3 to receive highest individual awards: Allen H. Center, Journalism Dep't, San Diego State U. (Calif) receives the Gold Anvil Award; Frank Walsh, Journalism Dep't, U. of Texas (Austin) receives Distinguished Service in Public Relations Teaching; and Joseph Roos, Community Relations Consultants (Beverly Hills, Calif) receives the Paul M. Lund Public Service Award.

ton, NJ) as mpa...Robert MacPherson joins National Utilities & Industries (Elizabeth, NJ) as dir-corp comms ...Associates Corp of North America (Dallas) names Andrew Stern sr vp-corp comms...Hutchins/Young & Rubicam (Rochester, NY) appoints Anne Tanner dir-biz & fin'l comms.

OFFICE APPEARANCE NOT JUST WINDOW DRESSING

How your office looks influences business prospects and employee morale, reveals a recent survey by Anthony M. Franco, Inc. (Detroit). 50 public relations firms were asked a series of questions about the appearance of their corporate offices. Of 25 responses:

- 1) All consider their offices very important, encouraging both prospects & clients to visit; 2) 2/3 indicate their offices play important role in gaining new business and 1/2 say office is important in maintaining clients; 3) majority feel employee morale is directly related to office's attractiveness; 4) 1/4 say they would look for more elaborate offices when relocating.

PEOPLE. Sally Heet named vp-pr, Rainier National Bank (Seattle)...Richard Jewett becomes vp-pr & adv, Pitney Bowes (Stamford, Ct); Anne Ziff joins as edit-corp info; and Mary Maarbjerg named dir-investor rels...Laine Waggoner joins Cal State L.A. as mgr-pub afrs...GTE Communications Products (Northlake, Ill) appoints Geoffrey Pickard to new position of vp-pa.

Timothy Trainor becomes assoc edit dir/industrial-tech comms, Creamer Dickson Basford/New England (Providence)... Robert Wilson Jr. joins STG Marketing Communications (Fairfield, Ct) as dpr ...Captran Resorts Int'l (Ft. Myers, Fla) names Don Abbott vp-corp comms... Ross Stemer becomes dir-corp comms, Brunswick Corp (Skokie, Ill)...Ralph Jones joins E.R. Squibb & Sons (Prince-

LANGUAGE IS A TOOL FOR ORGANIZATIONAL DEVELOPMENT BUT MANY, EVEN PRACTITIONERS, DO NOT REALIZE ITS POWER; PROFESSIONS NEED THEIR JARGON, SAYS OD CONSULTANT

Words are change agents as well as reflections of change, OD consultant Carolyn Lukensmeyer (Cleveland) told PRSA Institute. Semantics is a controlling force. For example, there is a difference whether a department is called "personnel" or "human resources." The same applies to "communication" as opposed to "public relations." She emphasizes that the change in behavior of those in the department will be as much influenced as the expectations of those the department serves.

The word "manager" has to do with function in an organization. The word "professional" denotes something else. This creates problems for practitioners in larger organizations because usually they must be both. If you give up calling yourself a professional, you are no longer seen as knowing the state of the art. If you give up being called a manager, you may set limits on your rise in the organization. To solve this, some companies such as Shell, Exxon & John Hancock are instituting 2-track reward systems. This enables professionals to advance in income & status without having to abandon their field and become administrators.

Because of the power of language to shape thoughts & perceptions, jargon is necessary. "To create & develop a profession, you organize a language system to carry out that profession." This involves very specific concepts, a framework for applying them and a means of communicating them.

Language Has 2 Primary Functions

In meetings between individuals or groups language has two functions: expression & communication. Expressive language tells about our feelings, priorities and concerns. We use it when we want to be heard -- teenagers are great users of this mode. It requires only internal validation. We also use language to communicate, which means creating shared experience and making joint decisions. In this mode we need to agree on the same meaning for words. Making good group decisions means knowing when the participants are ready to move from expression to communication. Groups foul up if some members try to bypass expressive language and "get straight down to business." Listening programs such as Sperry's recognize the importance of language as expression (see prr 4/7/80).

Lukensmeyer finds this a major cultural dilemma in present day society. Media has de-emphasized use of language as expression, relegating it from a public to an in-

TECHNOLOGY HAS PITFALLS  
Teleconferencing doesn't work because 90% of communication is non-verbal. Without massive barrage of cameras, conferees can see only one speaker at a time thus missing body language. Gerald Goldhaber, chrm, dep't of comn, State Univ of NY - Buffalo, reports studies in United Kingdom & Canada support these conclusions. In US, telephone companies have refused permission for similar studies.



timate setting (family, home, religion). If we do not express ourselves, other people do not know our true beliefs or frame-of-reference. They go away thinking agreement has been reached when it has not. "Ideas are lost, feelings are hurt, real communication fails." True communication, therefore, is a negotiation.

Old Myths Beware of these management myths, counsels Lukensmeyer:  
Not True

1. "The idea is too complex for employees to understand."
2. A person can have only one boss.
3. Groups and cross-functional cooperation are stimulated by a reward system based on individual performance.
4. Public institutions require a different approach to organizational effectiveness than the private sector.
5. Men and women have different management styles.

Valid research has proven each of these myths to be erroneous.

POST-MC LUHANISM: THE MESSAGE IS THE MESSAGE,  
GOLDHABER'S RESEARCH COUNTERS SEVERAL CURRENT THEORIES

Communications researcher  
Gerald Goldhaber urges  
practitioners to turn

their attention from the process of communication to the content of the information. He believes communication training -- & listening programs -- are an expensive waste of time. Stating that information is power, he advised public relations professionals to adopt a three-fold approach: 1) become organizational sensors for monitoring the environment; 2) be a transfer agent for diffusing this information by personal, print or electric media; 3) persuade the CEO that disclosing data has a trade off in higher productivity.

Intensive research shows consistent trends in employee communications. Employees want information about job, pay & benefits, and new methods from immediate supervisor or co-workers. By and large organizations are doing a reasonably effective job providing this type of information on a person-to-person basis. Job related information prevents employee dissatisfaction. Employees also want information about company plans, decisions, mistakes, major technical changes from upper or top management. Generally senior executives are not sharing this information in a timely manner -- even though it leads to positive job satisfaction. Employees are entirely capable of deciding how much information they need for their job. So ask them. Don't ask "how much do you want to know." The answer will be "everything." Ask "what do you need to know."

Goldhaber's dicta on corporate media campaigns:

Mobil -- Television, even if it were available, is not the right medium for issue ads. TV is too cool, issues need a hot medium, e.g., radio, with a more passive audience.

McDonnell Douglas -- Advertising did not persuade public of DC 10's safety. Rather it kept fears alive. (See Bernays' remarks in prr 9/28.)

Proctor & Gamble -- Credibility went down the drain with Rely & the toxic shock syndrome (see prr 11/17/80).

UPDATE: WILL AIRBAGS/CHILD SEAT  
BE NEXT PUBLIC DEBATE  
FOR CAR-LOVING AMERICAN PUBLIC?

Insurance companies are urging it, a new Tennessee law requires it, and the general public may not live without it but the automobile industry won't deal with it. Regulatory struggle over airbags & child seats is moving into the public arena and may be next challenge to beleaguered car makers. Sure to be dragged in are hospitals & healthcare groups, schools (driver ed), political org'ns & others. Passive seat restraints have been heralded by the Insurance Institute. They could save an estimated 10,000 lives per year, reduce insurance costs and ultimately improve the competitiveness of American car manufacturers. But auto makers are calling for their demise.

A GM internal memo in 1978 claimed cost of airbag (in bulk) would be \$96, and would cost consumers \$206. Four months later GM publicly announced air bags would cost consumers \$509. Ford estimated company cost at \$213, consumer cost at \$575, according to Consumers Union News Digest.

Studies show no. 1 killer of kids over 1 month of age is auto accidents. 90% of those 1,000 annual deaths and 70% of the 70,000 injuries to children in car crashes every year are preventable with restraints. Car seat campaign has reached national level but only 8 other states have passed the stringent infant-car-seat laws: Kansas, Maine, Mich, Minn, N.Y., N.C., R.I., & W. Va.

Tennessee's recently passed law requires passive restraints for all children under 4. In situations where public behavior is practically unalterable, these restraints may be only key to success (see prr 8/24). Question is whether proponents can mount a successful public opinion campaign, as was done for smaller cars.

A crusading Tennessee doctor, Robert Sanders (Murfreesboro), is spearheading a national campaign for mandatory car seats for children. Sanders' effort resulted in Tenn's 1977 law requiring car seats for children.

A MANAGEMENT CHECKLIST  
FOR APPROACHING PUBLIC RELATIONS STRATEGY;  
SELLING THE FUNCTION Laterally

With today's trend showing management more responsive to public opinion, public relations professionals must communicate basic public relations

strategy laterally in their org'ns. Managers must not believe their feelings are "typical." "If a gut reaction works for a manager, it's probably an accident," says Morris Rotman of Harshe-Rotman & Druck (Chi). Instead, a strategic plan should be developed to indicate what's going on and how your organization will cope. His perspectives for approaching a public relations strategy are a handy tool to share with managers in your org'n:

1. Don't anticipate the future based on the past. Find out what's expected to happen in every field that affects your organization and its objectives.
2. Accept the established fact that the public responds to information it has. If it has no information from you, it reacts without it.
3. Don't think of the public as monolithic. You depend on support from people with a host of different concerns, prejudices, needs, intelligence levels, reading and viewing habits, time pressures and more. If you don't communicate on their terms, you just don't communicate.
4. Don't organize in such a way that you isolate public affairs from other aspects of public relations, or from marketing. They overlap unavoidably in their impact on public opinion.