

self from wild animals, etc. You can either resolve each problem individually or get a Swiss Army knife -- a tool that solves all your problems.

The "Swiss Army knife" in OD is truth & choice, according to Schutz. He feels the first step is to help people change their attitude about telling the truth. Next is the importance of choice, self-responsibility. This brings power because the implication of choice is that people choose everything -- behavior, feelings, illnesses, etc. "That means you can determine your life in the organization as well as other places. If you don't like something you have the power to change it or at least do something about it. When these two ideas get going, the rest is a logical matter -- how you make the organization fit the people, how to communicate better, and so forth."

The Schutz Measures chart the congruence between how things are & how people want them to be:

1. Element B: Behavior, profiles the differences between how things are & how people want them to be in 3 key behavioral dimensions of relationships: inclusion, control and openness. People find out if the way they describe themselves is the way they really behave.
2. Element F: Feelings does the same things as Element B but in the 3 feelings dimensions of relationships: significance, competence & likeability.
3. Element J: Job talks about job fit in terms of interpersonal dimensions. Introduces the idea that the job is defined by the skills required -- number of words per minute to type, degrees required -- not the important interpersonal factors that determine whether people

#### WHO'S WHO IN PUBLIC RELATIONS

RETIRES. Donald Braman, vp & regional mgr, Doremus & Co. (Mpls), after several decades but remains a consultant... Alvo Albini, dpr, Loyola University (Chi) after 16 years.

get fired or not. People get fired for incompetence only in a small percentage of cases. Mainly they get fired because they don't get along with the boss or with colleagues, or the customers don't like them, or something personal.

4. Element R: Relationships deals with human relations. It requires one relationship, like a boss & an employee, to fill out Element R for each other. Then follows a series of discussions where they explore how they feel about each other, how they feel in each other's presence and how accurate their perceptions are.

5. Element S: Self-Concept explores how each person feels about him or herself. Dimensions of Element B and Element F are used.

Pattern is to start with the easy part, gradually take people step-by-step down into themselves, and finally to the self-concept element so that they have a good insight into themselves and their interactions. These 5 elements cover virtually all the major issues that come up in a variety of workshops without specifically doing them -- for example, career planning, communications, conflict resolution, employee evaluations, executive selection, placement, self-concept, self-responsibility, stress, team building, truth in organizations.

"Once you have this basic concept, you have sophisticated people who know themselves well, who are willing to tell the truth, willing to be open, and now they are in a good position to work on content problems, on issues in the organization." (For more info on The Schutz Measures write Learning Resources, P.O. Box 26240, San Diego, 92126.)

PEOPLE. Monsanto (Brussels) names Peter Whippy dpr, Europe-Africa... Continental Telecom (Atlanta) names Ronald Dean Payne dir investor rels.

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#### PUBLIC RELATIONS & MARKETING, PART II: PROMOTING PRODUCTS/SERVICES IS ESSENTIAL TO THE ORGANIZATION, HELPS PROVE PR'S VALUE, SAY PROPONENTS; CASE STUDIES SHOW BOTTOM-LINE EFFECTIVENESS

For the CEO who says "Bring me solutions to our real needs, not just more problems," practitioners have two places to look today: 1) operational areas like marketing & productivity; or 2) potential changes in the social environment as manifest in issues. The former is an internal matter, the latter largely external. Possibly because of this, experienced public relations pros are divided over which area demands priority. Practitioners in the booming technology industries opt for marketing.

David Metz of Eastman Kodak feels "Information is our business." His dep't is titled "corporate communications," features a "public information" section that performs marketing publicity, business & financial news, scientific & technical information. Thus he believes practitioners are writers:

"It's marketing's primary job to decide what should be said to customers, why, and to a great extent, when. PR is called upon to say how the message will be expressed (with the greatest credibility), where it can be sounded (for maximum effect), & how that message can be refined (for additional impact)."

Stan DeVaughn of Apple Computer describes creativity as "the trait that is supposed to be our strong suit." Practitioners "can help sell the hell out of anything." He labels his company a "communications-oriented, promotionally-minded outfit." He says "Apple public relations has been able to pull off" some things "simply by never losing sight of the fact that when all is said & done, we're in business to bring products to individuals and, hence, benefits to our shareholders."

Concentrating on "marketing public relations" takes priority because it is "the link to the bottom line." Issues change, "but there is one issue that concentrates the mind of management on a day-in, day-out basis." The sales support job "ranks well down on the glamor scale compared to the lofty, some might even say trendy, objectives pr managers can set for themselves & their organizations." Above all, he argues, "Good marketing public relations enlivens all other areas of pr." Management won't have confidence in pr to do employee or shareholder relations, handle issues or gov't affairs unless it proves itself by helping sell products or services.

"It's my experience that marketing offers the greatest ongoing opportunity for public relations to meet management's bottom line standard of evaluation. And in the process, to gain management's long-term attention and confidence. In fact, marketing publicity performed well on a steady day-in, day-out basis can do more than anything I know to accomplish two things: first, to sharpen our own skills; and second, to establish our credentials as solid professionals who contribute to organizational success."

-- David Metz



Some Of The Projects Marketing PR Tackles

1. Apple's "loan to own" program. New employees are loaned a personal computer (value, \$2,000) after 60 days with the company. It becomes theirs to keep after a year's employment.

Besides improving personnel relations, program contributes to Apple's "mission" of bringing technology to individuals (which helps sell computers). It also aids productivity by assuring that all members of the family understand product values. Companion program loans computers to journalists for a few months so they can write "accurate assessments of what the thing can do." Ideally, points out DeVaughn, they get addicted.

2. Kids Can't Wait project. "A classic example of the magic that can take place when public relations thinks marketing." Apple offered to put a computer on one teacher's desk in every public school in the country -- free. All it asked in return was tax deductibility. Barrels of publicity were inevitable ... and California passed a state law this summer. Congress is being pressed to do likewise -- by all computer makers, following Apple's lead. The benefits: spare parts sales, add-ons, upgraded models, brand-acclimated young people. DeVaughn calls it "either the most cynical & calculating maneuver since the big bad wolf put on a sheepskin coat, or the greatest pr coup since Apple chose its name."

3. Welcoming the competition. When giant IBM finally announced its personal computer, Apple laughed off the doomsayers in favor of a positive approach. Move would, company believed, 1) validate the personal computer as a useful, valuable product; 2) enlarge the market. So company ran full page ads seriously welcoming the competition -- and pointing out how it would make Apple more profitable. Ads let Apple restate its position as number one in personal computers, also imply clearly that this segment of the market is played by Apple's rules on Apple's turf.

4. Customer's news releases ... for its products & services are what IBM seeks thru its pr field bureaus. Staffed by ex-newsmen, bureaus' assignment is to educate press & public about computers. Third party validation is sought by getting customers on leading edge of computer applications to let IBM ghost stories.

5. IBM's press seminars. Computer costs are falling, but sales cost is rising -- \$275 per call last year in the computer industry. Publicity becomes ever more important, if it has real sales implications by educating customers. IBM offers press seminars for editors & reporters on topics from computer basics to CAD-CAM, even social issues like privacy in the information age. Company tries to respond to perceived media interests by mounting seminars on the topics. 25 attendees is considered ideal. Held at IBM site if possible (to avoid interruptions). Half-day & daylong seminars at media locations also offered. "There is no selling, no expectation of ink," says Ed Nanas. Goal is to get across IBM as the information source on computers.

JOB CREATION IS NATURAL SOCIAL RESPONSIBILITY FOR BUSINESS; NYC'S SUMMER JOBS PROGRAM WORKS

"One of a corporation's major responsibilities is to provide jobs, and public relations practitioners must act as missionaries to insure that this is understood in today's

complex environment," Samuel Armacost told PRSA's conference (pr 11/15). Citibank did that this summer by leading New York City Partnership's Summer Jobs for Youth program. "We have a very large presence in NYC -- it's our home area," Sal Zanfardino, dir external affrs at Citibank's Bronx, Westchester, Mid-Hudson region, told pr. "We're very aware of the problems that face NYC and being a good corporate citizen we're working with responsible organizations to improve the quality of life here."

Bank's 276 branches in the NY metropolitan area were divided regionally to handle the program's public relations. A pr firm donated major media contact, developed slogans, etc. Citibank's internal dep't carried it from there. Zanfardino's region 1) sent out press releases explaining program's importance & how to hire kids for the summer; 2) sought radio placement of kids talking with bankers; 3) sent branch managers out into the community on speaking engagements; 4) did four direct mailings to all the major businesses in their area.

Program provided 15,789 jobs for youths this summer and generated between \$8-11 million in salaries to be spent in the city's economy. 87% of employers say they will participate again next year. Each year a different organization takes the lead role overseeing the program. Last year -- first year of the program -- New York Telephone held that position. Coordinating company for 1983 will be Philip Morris. Other organizations are needed to provide support -- space, execs, phones. (For info contact Margaret Hennes, dir of affirmative action, Philip Morris, 100 Park Ave, NYC 10017.)

LIVING LOGOS ARE GREAT -- UNTIL YOU TRY TO CHANGE THEM

Northwest Bancorporation's weather ball, announcing the weather from the top of its 17-story bldg in downtown Minneapolis since 1945, survived the city's recent fire but is being decommissioned this week. A familiar & beloved beacon to many residents, it has also been the corporate logo. "It was a good symbol because it also performed a public service," Harold Webster, vp corp comms, told pr. But the service isn't needed any longer, with regular weather reports by media. Most importantly, bank has a new logo & name (pr 11/8). "It's time to discontinue it and to do so with respect because we love it, too."

Plan has met with some public disapproval. Several articles have been written, Webster says, but while taking the bank to task they've been humorous. Every objection has been answered with a letter explaining "that we aren't just doing this frivolously or trying to be cute. This is serious business."

The fear is that the once local institution will become a cold, impersonal, large one. Discontinuing the weather ball appears to support this claim. But Webster says they are looking for a respectful way of retiring the symbol -- perhaps placing one at the Minnesota Historical Society.

IF PUBLIC RELATIONS IS THE CONSCIENCE OF THE ORGANIZATION, HERE'S AN OD APPROACH THAT PLAYS ON THIS VALUE

Public relations' role is often described as being the conscience of the organization, to insure that messages & relationships exist in a truthful & trusting environment. Will Schutz, OD consultant, believes this is critical. "Truth is the key to organizational happiness & productivity. If an atmosphere of truth is created in an organization, then

problems dissolve and productivity & job satisfaction go up."

His training program -- "The Human Element" -- uses The Schutz Measures, 5 traits of interpersonal relationships & other aspects of behavior. These measures provide a single framework to resolve underlying human resource problems. To explain, Schutz uses the analogy of a camping trip. Problems incurred there are how to put up the tent, open a can of beans, protect your-