

a grid pattern. Divisional headings include: 1) title, 2) chairmen, 3) sponsor, 4) focus, 5) challenges & problems, 6) recommendations, 7) impact, 8) state role, 9) federal role, & 10) comments. With a few revisions, idea can be used to track issues of concern to your org'n. (For copy, send \$2 to NASSP, 1904 Association Drive, Reston, Va. 22091)

¶Continued major city newspaper demises may heighten public disenchantment with media. Two of the more colorfully-named dailies are going under -- St. Louis-Globe Democrat & Memphis Press-Scimitar. Chicago's second paper, The Sun Times, has been sold by the Marshall Field interests into the stable of controversial international press baron Rupert Murdoch. His critics say this is worse than closing down in terms of journalistic product. English journalists are fuming at his summary dismissal of the London Times' editor -- who claims in a series in the Observer that he was promised no editorial interference. But the opposite proved to be the case. Ben Bagdikian's recent book on media concentration becomes truer & truer.

¶Stock analysts are fallible, say researchers studying that market. Atari, Milton-Bradley & other video game makers are having problems. Texas Instruments misread the personal computer market & bailed out, just as IBM came in with a second entry. Stocks of small computer companies, so highly touted, are now viewed with more skepticism. What went wrong, feels Esther Dyson of Rosen Research (NYC), is that analysts "are all really smart, well-educated, liberal people with imaginations. What they don't understand is that most people don't have imaginations, and they would rather just look at a box -- television -- than play with it. What you have is people looking at this industry who don't understand the people who are buying the products."

PR PEOPLE ARE ONLY RETAILERS OF IDEAS,  
SAYS NOVAK; NOT SO, SAYS HIS BOSS

Institute resident scholar. But public relations people are not among them in his view. Tho on the front lines of "the war of ideas," they deal only with symbols & words. And they lack depth of understanding of the American economic system. PR people are so interested in how to get their story out that they forget to emphasize what the story is, Novak told a Boston Univ. symposium.

Novak's view contradicts what Bill Baroody, AEI pres, told PRSA's conference (pr 11/14). He says public relations executives are among the most important thought leaders in the country. Ed Bernays, Phil Lesly, Howard Chase have been advocating public relations' leadership role for some time. Likewise, Jim Fox, your prr editors & many other professionals adamantly promulgate that the message is primary. The medium is technique. Novak is speaking to technicians of the medium, not strategists of the message -- those thought leaders that Baroody refers to.

Idea people carry a disproportionate amount of influence in society, says Michael Novak, an American Enterprise

Novak notes that in the world at large, the word "capitalism" is treated with great contempt. Profits are seen as dirty -- but, interestingly, losses are not viewed as positive. In fighting world poverty, Adam Smith's approach is right. We should ask, "How do you create wealth?" Rather than linger on what causes poverty. In today's world, says Novak, intellect is the key to wealth.

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POSITIVE MESSAGE STRATEGIES SEEN AS MORE EFFECTIVE  
THAN THE OLD FEAR TECHNIQUE FOR GETTING PUBLICS TO ACT

Humor draws attention. It playfully arouses & holds interest. Different-minded people are united in a common experience ... barriers briefly drop ... a willing suspension of disbelief occurs (see prr 4/19/82). The message gets thru before preconceived attitudes or disinterest blocks it. A humorous message is also more likely to be retained.

But how do you use humor on a subject not particularly humorous -- like drunk driving? National Car Rental (Mpls) asked Minnesota Public Radio to come up with a series of funny scripts on traffic safety. 30 3-minute segments called "Crash Course" -- pun intended -- were created and offered to all stations on the public radio network, a potential audience of 8 million. Writers began with specific safe driving messages, then wove comic situation around them. For example, there's a "crash course on crossing the street" that reports a study conducted by the Dep't of Poultry on what chickens know about crossing the road that humans don't.

NCR's concept: "Fear-arousing messages have long been employed in attempts to make the public aware of safe driving habits. Crash Course is based on the premise that the single most difficult barrier to transmitting traffic safety information is simply getting the intended audience to listen. Crash Course attempts to do this by designing positive, attention-getting messages."

Programs are getting a "strong reception. People hear it on the air and call in for more information. Segments have a tag at the end, so NCR is getting calls from hither & yon about it," Gregory Peterson, Padilla and Speer (Mpls) told prr. Next step is to offer tapes to other org'ns that have shown interest -- drivers' ed prgms, schools, highway patrol, even insurance companies who want to play them for employees & other groups.

Fear is the more usual communications device. But it can boomerang (t&t 11/8/82). Fear can cause public to 1) defensively avoid the message rather than deal with the problem or danger; 2) distort or selectively perceive the message in order to reduce the threat (ego defense); 3) discount & derogate the message source.

Jim Grunig's research points out that along with 1) identifying & 2) recognizing their involvement with a problem, people must 3) feel they can do something about the problem. If the public is frightened into hopelessness, the awareness campaign fails. (See prr 1/31 & t&t 2/7.)

Did the emotionally-charged nuclear-holocaust film "The Day After" leave room for viewers to feel they could do something about the problem? Awareness & involvement certainly skyrocketed. But what about "constraint removal," as Grunig calls it?

Says Scott Cutlip: "The trend is in the direction of more positive appeals. But fear as a primary motive is being cast out too slowly. Use of emotional appeals has served to cloud the purpose and to blunt its educational objectives. For example, people must be motivated to get periodic cancer checkups, not frightened into an attitude of hopelessness."

Related technique: An experiment in positive traffic-safety reinforcement is being tried by Dartmouth, Nova Scotia police. Motorists who stop at pedestrian crossings are stopped and given pens, pins & bumper stickers. The startled drivers, stopped for good behavior, are so relieved they aren't getting a ticket that "they thank the officer and shake his hand and everything," says Amos Rolider, a visiting Israeli professor and idea's originator. The idea was successfully used in the Israeli port city of Haifa where less than 1% of drivers stopped for pedestrians.

PROFITS, NONPROFITS ALIKE TODAY; SUPER-HOSPITAL IS GOOD EXAMPLE OF PROFIT MOTIVE AT WORK FOR PUBLIC

Both have the same stakeholder publics -- employees, consumers, government, neighbors, suppliers. Nonprofits must make a "profit," too. The major difference is where their

capital comes from: shareholders vs. donors. Both are accustomed to raising capital. To find out if it is possible, profits meet with security analysts, NPOs do a feasibility study. Cultivating people with capital is the same but the message is not. Profit investment is a rational decision, nonprofit investment is mostly an emotional experience for the investor.

Thus, fundraising/development replaces financial/investor relations. And sometimes profits compete with NPOs. Now, as public service, healthcare & educational organizations attempt to make each activity self-supporting or a profit sector, some nonprofits are turning the tables. William Beaumont Hospital System (Royal Oak, Mich.) is one human service agency that has put the marketplace & profit motives to work, maximally.

"Purchasing profit-generating investments & creating profit-generating programs are not inconsistent with our nonprofit goals," states annual report titled "The Challenge Of The 1980s: Paying For The Miracles Of Medicine." First, two cost-saving steps were taken -- an employee-driven cost containment program (begun in 1971!) & becoming a multi-unit system. Today the corporate entity includes:

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|---|---|
| 1. A 940-bed referral & teaching hospital   | 7. Contract management of three other hospitals                           |
| 2. A 200-bed community hospital   | 8. Program Management Resources, Inc, a for-profit hospital planning firm |
| 3. A health center offering education, therapy & rehabilitation   | 9. Two medical office buildings   |
| 4. Clinics in two remote locations  | 10. Two apartment complexes for medical residents                         |
| 5. Beaumont Shared Services, Inc, a for-profit subsidiary providing purchasing, consulting & contract services to other hospitals | 11. A research institute  |
| 6. A major shopping center, purchased to make money & protect the long-range future of the hospital site                          | 12. A neuro-education center for learning disabilities                    |
|   | 13. An industrial medicine service  |

GALBRAITH'S NEW BOOK REAFFIRMS REALITIES PRACTITIONERS FACE

J.K. Galbraith is that rarity, an economist who recognizes it is human nature & psychology, not numbers & dollars, that drives the system. In his new book, The Anatomy of Power, he offers some views of special interest to practitioners:

1. Adversary groups contending in the court of public opinion is a principle that works: "Modern society deals with power not by dissolving it but by erecting an opposing position of power."
2. Weapons industry has replaced the marketing corporation as the major business influence, but "the one thing it doesn't have is the strong personality."
3. "Modern economics seeks to exclude everything that isn't associated with pecuniary motivation and the ultimate competitive equilibrium."
4. "So much information is in circulation, in so many media, that any particular item tends to get lost."

"60 MINUTES" DOES WEEKS OF RESEARCH BEFORE CAMERAS GO OUT, REDUCES STORY IDEAS FROM THOUSANDS TO 4-500, SAYS PRODUCER

"Once a subject is chosen, it's going to be done. So the risk of working with 60 Minutes in presenting your story is less than the risk of

letting someone else tell it for you," says Phil Scheffler, sr producer, 60 Minutes. He feels Eli Lilly, which did not cooperate, came off badly in the Oraflex story. Coors & Amway used an open approach to their advantage. However, since Amway did not have as good a story to tell, the final result was more critical.

CBS will do anything to avoid a lawsuit -- except drop a story. "We aren't concerned about the consequences of using a story." Boston station WBZ "I" Team's policy of allowing a lawyer to be present during interviews is "terrible," believes Scheffler. But 60 Minutes will sometimes agree not to mention a matter if it isn't germane to the story.

USEFUL ITEMS FOR PROFESSIONALS

A concise, visual method that makes dealing with issues easy is used by National Association of Secondary School Principals. Its Almanac of National Reports, a 24 x 38" poster, analyzes 7 recent reports on education in chart form. Poster is divided vertically into 7 columns -- 1 for each report. Down the left side are 10 divisional headings. They divide the 7 columns horizontally creating

Scheffler identifies 3 facets of the journalistic mindset:

1. Once a journalist has the whole story, his assignment is complete. Therefore, if your company has bad news, give all the facts as soon as you can. You may be front page for one day. But if the facts are slow in coming, you'll be there for several days.
2. Conventional view of journalists as leftwingers out to get business is not realistic. No journalist can survive with that attitude.
3. Three marks of a journalist: a) energy, b) can't figure out a better way to spend his life, c) comes from a personality group unable to make commitments to any social cause, though touches the fringes of many.

They divide the 7 columns horizontally creating