

David Ewing's new book, "Do It My Way Or You're Fired!" Employee Rights and the Changing Role of Management Prerogatives, focuses on this subject. He shows how & why changes are occurring and how to constructively respond. If dissent is necessary, he illustrates best routes for whistleblowers from legal, organizational & personal standpoints.

Ewing examines the advantages of an organization that encourages openness, civil liberties & human dignity in the workplace: 1) fewer mistakes, which are often caused by muzzling & gagging employees who see pitfalls & potential disasters looming; 2) high morale among employees; 3) excitement & "noise" generated by employees' freedom to interact and set their own "climate" of work; 4) increased public confidence because there is a free flow of information.

However there is a price for this freedom: 5) decision making may take longer; 6) supervisory training needs are increased; 7) outspoken "climate" of the workplace may upset some rigid employees as well as upper mgmt "stiff-necks & worrywarts."

"None of these price tags should be dismissed from consideration. From time to time, they will loom large in management thinking, just as they have in every organization that has accepted a shift in the balance of employer-employee rights. But what is purchased with these price tags is enormous. It is viability."

Ewing uses case histories to uncover the truth about sexual harassment, malfeasance, fraud, safety violations and unethical practices. Each case shows what happens to employees who refuse to toe the company line when they observe these kinds of abuses, illuminates the obligations of the whistleblower, and reveals ways in which management can work through a whistleblowing situation.

WHO'S WHO IN PUBLIC RELATIONS

DIED. Edwin B. Stern, 68, prominent NY recruiter of public relations executives.

When should you take a whistleblower seriously? If the following 11 tests are met:

1. Subject of protest is specific, tangible & clearly a wrong rather than a reasonable difference of opinion.
2. Motives are legitimate, not self-serving.
3. Employee's promises or commitments to superiors are not violated -- unless danger is urgent.
4. Whistleblowers' evidence is reasonably solid & based on facts.
5. Protest is confined to the org'n and goes public only as a last resort.
6. Focus is on substance of danger or wrongdoing, not on culprits & perpetrators.
7. Identity of whistleblower is not hidden -- unless there are compelling reasons to do so.
8. Protest is put in writing.
9. Protestor gives mgmt some benefit of the doubt. Doesn't hold them to unrealistic ideals.
10. Goes public, if necessary, at an appropriate time.
11. Avoids becoming part of the problem.

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PERSONAL PERSUASION TECHNIQUES ARE VITAL TO PRACTITIONERS' SUCCESS; PSYCHOLOGISTS ADVISE MIMICKING IS USEFUL TOOL: HERE'S HOW

"The best persuaders build trust by mirroring the thoughts, tone of voice, speech tempo, and mood of the customer -- literally, the techniques of the clinical hypnotist," explains Donald Moine in Psychology Today. While the article concentrates on using these techniques in sales, they are an effective means of persuasion for pr professionals. They are useful when informing publics & media, and counseling supervisors, clients, management. These techniques show how to do it positively, gaining the listener's attention & receptivity.

How do you achieve a willing suspension of disbelief? First, establish a mood of trust & rapport by means of hypnotic pacing -- a mirror-like matching of the other person's observations, experiences or behavior. It suggests "I am like you. We are in sync. You can trust me." There are several types of pacing:

1. Descriptive pacing -- persuader formulates accurate, sometimes inane, statements of the listener's experience, e.g. "You told me on the phone about a problem that concerns you." Statement establishes agreement & develops an unconscious affinity between both persons.
2. Objective pacing -- listener objects or resists and persuader agrees, matching his/her remarks to the listener's remarks. After confirming the listener's objection, persuader leads listener to a position that negates the objection. For example, an insurance agent agrees "insurance is not the best investment out there" and continues with "but it does have a few uses."
3. How something is said, rather than what is said -- the most powerful form of pacing. Persuader must match the voice tone, rhythm & volume, speech rate, posture, body language and mood of listener. Adopt the characteristic verbal language of listener ("sounds good," "rings a bell," "get a grip on"). The only area in which persuaders should not pace their listeners behavior & attitudes is with beliefs & values. Claiming to share these comes across as insincere.

When a willing suspension of disbelief has been achieved & trust formed, suggestions & indirect commands are added. One technique uses pacing statements as a bridge to introduce leading statements -- statements that lead to a desired response or action. No logical connection between the pacing statement and the leading statement is necessary. When connected linguistically, they are powerfully effective, "even with such presumably analytic & thoughtful people as doctors & college professors."

Become a "sophisticated biofeedback mechanism, sharing & reflecting the listener's reality -- even to the point of breathing in and out with the listener."



Other persuasion techniques include 1) embedding a command into a seemingly innocuous statement -- "A smart investor knows how to make a quick decision, Robert." 2) changing the tone, rhythm & volume of speech when speaking the embedded command; 3) using the listener's name in the sentence -- placing it before or after the command gives command extra power; 4) using metaphors & stories to influence decisions; 5) using conjunctions to link the metaphor in one unbroken chain giving it a hypnotic cadence.

----- HIRING, EVALUATING & FIRING: -----
 HOW-TO SKILLS NEEDED

"Friday is not the best day to fire an employee," declares pr counselor Peter Hollister. With 20 years of management experience over employee groups as large as 500, he disagrees with the advice of Laurence Stybel & Maryanne Peabody reported in 10/11/82 pr. They claim Friday is the best day. Hollister counters, "If you've done your job as a manager, a firing will almost never come as a surprise to the employee. Still, people need time to adjust to their firing. They should be able to take out their frustration & disappointment with the manager, not at home on their family. If they're fired on Friday, the longed-for weekend becomes depressing and they vent on those who don't understand the circumstances and who don't deserve the grief. Early in the week, and early in the day is the best time. And, the fired employee should be offered unlimited access to speak with the manager at any time during the balance of the day & week -- it's part of the manager's job to deal with the aftermath, not the family's."

Firing is a touchy, we-don't-want-to-talk-about-it issue that pr thinks deserves how-to attention. Along with firing, how-to skills for hiring & measuring employees' performance are needed. How do you evaluate your pr employees? Or how are you being evaluated? pr will discuss these employee subjects in a 3-part series in April. Do you have some success or horror stories that readers can learn from? Opinions you've gathered from your experiences? Write us or call. We'd like to share them in pr.

WAYS OUTSIDE COUNSELORS
 & IN-HOUSE PRACTITIONERS
 CAN BUILD TRUST WITH THEIR CLIENTS

There are 10 key elements in forming successful client/firm relationships, says Marlane McGarry, sr vp, Simon/Public Relations (LA). These apply equally to internal staff building trust with management.

1. Understand the business of business. Know how organizations function. Have a clear grasp of your client's business.
2. Understand your business. Are you a publicist? A media consultant? A financial relations expert?
3. Know where the real power lies, regardless of what the org'n chart says.
4. Develop a basic bond of respect between you and your client.
5. While a good pr plan is essential, don't get paralyzed by planning. Develop near-term & long range goals with an eye toward meaningful results.
6. Develop a stable account team and become part of the client's family.
7. Let your client know you care by sending a newspaper article that might be of interest. If you're going to be away, leave a few things for your secretary to mail out in your absence. Don't let your client feel abandoned.

8. Do 2 spectacular things a year for each client: an important interview; clever idea for a trade show; an important speaking engagement for client. Originate the creative efforts rather than reacting to client suggestions.

9. Think beyond traditional pr or media relations terms. Help with sales opportunities. Bring together 2 different clients who could help each other.

10. Be good at your own pr. Merchandise your successes.

MAJOR CORP EXECS UNHAPPY WITH
 PROMOTION OF BUSINESS VIEWPOINTS

Harris poll, commissioned by Business Week, reports interviews of 600 high-level executives. When asked how they would rate the way business-

point of view is now being expressed, 2/3 said "poor" or "only fair." 1/3 said business is communicating in a remotely satisfactory manner. On issues such as defense spending, Administration efforts to ease regulation of air pollution, the drive to moderate wage demands, execs are reasonably content with the job business advocates are doing. At least half the sample think business is identified with these issues to a satisfactory degree. Balance splits along the line of too much or too little identification. Surprisingly, however, 43% believe business has become too closely identified with the Republican Party.

WHO SPEAKS FOR BUSINESS?

<u>Organizations</u>	<u>Very Effective</u>	<u>Somewhat Effective</u>	<u>Hardly Effective</u>	<u>Not Sure</u>
Business Roundtable	16%	58%	16%	10%
US Chamber of Commerce	10%	47%	34%	9%
National Association of Manufacturers	7%	52%	31%	10%
American Business Conference	3%	32%	30%	35%
National Federation of Independent Business	2%	25%	32%	41%
<u>Other</u>				
Editorials in biz & fin'l publications	18%	60%	21%	1%
Individual corporate leaders	15%	56%	27%	2%
Pres. Reagan & his Administration	13%	65%	22%	0%
Corp institutional ads	6%	46%	45%	3%

-- from March 7 Business Week

EMPLOYEE RIGHTS HAVE A PRICE
 BUT THEY ARE WORTH IT, SAYS
 HARVARD BIZ SCHOOL EXPERT IN NEW BOOK

A few generations ago, management could get away with poor working conditions by threatening layoffs. Now, however, many employees are willing to risk economic security in order to improve their quality of work life. Employee attitudes are changing. In today's age of "entitlement," employees assume the "right" to take part in decisions affecting their jobs. And with this change comes an emphasis on employee rights -- the rights of the whistleblower, the dissident.