6. Intense worldwide economic competition is a reality for the first time in our history.

7. Desire for national economic planning is reviving.

8. Debate over national defense budget and our foreign policy commitment has only begun.

9. An increasingly active & commercially competitive media thrives on providing criticism.

Hoving suggests 8 responses for pr/pa officers. 1. Study your organization critically & analytically. Question everything.

2. Give equally objective attention to the outside world, analyzing trends that indicate what the future might bring.

3. Systematically establish relationships on campuses, in gov't & among the media. Do this to learn & to establish credibility.

4. Within your org'n, help others accomplish their objectives -- regardless of their rank. Stretch to do this.

5. Be willing to raise difficult questions within your organization.

6. Cultivate an outside perspective about your org'n. What's interesting? Illuminating? Clarifying?

7. Plan detailed action & reaction programs before they're needed.

8. Develop imaginative & effective ways to educate your management about what's going on in the rest of the world and how it might affect your organization.

Become An Intelligence Dep't
"This is a vital role. Risky, difficult, but a marvelous opportunity." Warn senior mgmt of problems that are only starting to surface and propose ways to reach the organization's objectives. Hoving emphasizes 2 things: 1) be courageous and 2) don't wait to be asked. "It's the role of public relations to anticipate future problems, educate & inform management, and plan how to deal with the future before it arrives." (For a copy of Hoving's talk to PA Council of Aerospace Industries Ass'n, write prr.)

-------- WHEN TO FIRE: ANOTHER IDEA --------

"I recommend, based on personal observations, firing on a Thursday. This gives the employee time to gripe to his friends on the job instead of 'behind the company's back.' The supervisor is thus able to gauge the reactions of other employees immediately after the fact and respond with polite reasoning as to the necessity of the action.

"Further, the supervisor should beforehand explain the firing and the reasons for it to all other concerned supervisors and develop appropriate responses to the anticipated reactions of the fired employee's friends and co-workers. The supervisor should look for such reactions and address them immediately, explaining fully what the company did to try and avoid the separation and to make it as painless as possible for the discharged staff member."

-- Pat Bontempo, pr officer, St. Francis Hospital, Jersey City, NJ

FACING UP TO THE REALITY OF IMAGES IN HUMAN BEHAVIOR, RESEARCHER DEVISES IMAGE-SEARCH METHOD TO PROBE THEIR SOURCE

"Organizations ought to be aware of and take an active role in the sociodramas their publics enact," feels researcher Tom Mickey. He has developed a research method called Image-Search that uses the elements of drama & social order, combined with focus interviews & Q methodology, to discover the images (perceptions) of organizations held by various publics.

He is aware there is much negative thinking about the term "image" in public relations. "The word needs to be demythologized," taken back to its original meaning & away from the idea of something that can be manipulated or created by public relations engineers. Kenneth Boulding calls the image subjective knowledge that governs behavior, in his book "The Image." Dan Nimmo, in Popular Images of Politics, says it is thru a symbolic process between the actors that persons arrive at their images. That process one might describe as the drama of communication or interpersonal relationships.

> Mickey notes: "The images we have involve us in a sort of drama in which we participate. We are active creators of the images we have, rather than passive recipients of images that others create and then give us. In images we view the world and find meaning in it for ourselves. We make sense of present encounters by the kinds of dramas we enter into in our images. We experience what we imagine."

Using drama as the focus for identifying images gives the researcher a new framework -- the 3 levels on which action takes place:

1. Behind the scenes: the persons who are making the decisions or who are preparing the material for us;

2. On-stage: what is happening & what the action means;

3. Outside the theater: how the action is projected or imagined by others.

Interacting on each of these 3 levels are 5 elements of drama: 1) Actors: anyone involved in the encounter; 2) Scene: where it happens; 3) Agency: the means of communication (such as speech, dialog, etc.); 4) Act: what is done or performed; 5) Purpose: why the action is happening.

Drama-Based Questionnaire. Pairing each of the elements with the 3 levels provides 15 questions that probe the dramas respondents are enacting in their minds to create their images of the organization. For example, in doing research on a controversial video game room, under the combination Actor/Behind the Scenes Mickey

asked: "What do you think of the people who run the game room?" The 15-question framework prevents any element from being overlooked in the questionnaire.

Research Method. There are two steps in Image-Search. First, focus groups. The people to be studied may be employees, customers, clients, potential consumers, legislators, voters, etc. Significant representatives from the group are interviewed in groups of 10 or 12.

Second, Q sorting. Representatives from the same groups (not the same individuals) are given an opportunity to sort written statements about their feelings, attitudes and opinions toward the organization. The statements come from the focus groups conducted earlier. These sortings are then submitted to a factor analytic computer program from which emerge the images. The images are built on the statements generated by the individuals.

Image-Search takes about 40 hours. Results are available in 2 weeks, Mickey reports. Q is the key. It was developed by psychologist Wm. Stevenson to identify the kinds of images people have. The goal is not to find out what percentage hold an attitude -- but to discover accurately the subjective meanings people have ... which become their images. (Write prr for paper detailing this research process.)

QUESTER COMPUTER ANALYZES MEANING
OF WORDS USED BY COMMUNICATORS

The most common words can carry semantic landmines. "Choice" to many people means your options are now limited. "Change" is a negative, threatening word. But word use patterns can be analyzed to reveal the meaning attached to them by a specific public. That's what the communications analysis program "Quester" does. "Most research tells you what. We tell why. We find out what the ideas are behind a person's decision pro or con. And how they reached those conclusions. How their mind is organized to believe what they believe. With Quester we answer what, how & why," Charles Cleveland, pres of the research firm Quester (Des Moines), told prr. (See also prr 11/28/77.)

Method begins with recorded 1-on-1 or telephone interview. Tape is transcribed verbatim in computer readable form and run thru their computer. The meanings behind the words used are identified.

"Since we're looking at the language people use to communicate about an idea, we have also developed the

Confusion results because communicators' words have different meanings to listeners. Examples:

1. A CEO speaking to a group of irate customers says, "Our corporation will begin marketing that product to the public in the spring." To the listeners, corporation means a large, inhuman, unemotional entity. Marketing means manipulating. Translated the statement means, "This large, inhuman, unfeeling organization will manipulate the public on this new product in the spring." The CEO was speaking from a corporate point of view instead of translating his ideas to his listeners' point of view.

2. A bank wrote to its customers: "A change in federal regulations will allow us to pay interest on your checking account." Customers didn't like that statement because they didn't understand why they should have to start paying interest. To them, the words "pay interest" implied coming out of their pockets. If it's out of the bank's pocket & into the customers', then they've "earned interest."

ability to set up communication strategies. We can determine how to communicate about a subject and be understood. We take the words you use to say what you want to say and do a retrieval on your public's usage of those words." Generally they're not the same. Listeners end up having to translate communicators' meaning.

Quester is now establishing individual client data bases to do this kind of analysis. "People love to read between the lines. We want to help write documents like the annual report so people will read what the organization whats them to read." This retrieval system which analyzes what is going to be understood by the public is a new extension of Quester just being announced this week.

Quester's data base is now 230 million word-patterns of spoken American English. "We also do analysis of French & German. We're working on Spanish."

MALE BREADWINNER, DEPENDENT WIFE & CHILDREN MODEL
OUTMODED BY PERCENTAGE OF WOMEN IN LABOR FORCE,
YET DAY CARE ISSUE CONTINUES TO BE IGNORED

Two questions about day care beg answers: 1) Why are the public schools missing this opportunity to serve a new public & meet a need they are best equipped to provide? 2) Why aren't employers making day care a top social responsibility priority, when it meets their needs as well as the public's?

Discussion has centered on cost and who should provide & run day care centers. But demographics are overwhelming the debate. Consider: a) 43% of all employed persons are women. In Minnesota, as an example, they account for 60%, according to the Humphrey Institute of Public Affairs. b) Between 1950-80, labor force participation by mothers with children under 18 grew from 18% to 54%. c) By '77, only 29% of the children of working mothers were cared for at home. 47% in someone else's home -- usually a paid sitter -- and 15% in group care. d) In Minnesota, half the women with pre-school children and two-thirds with school children work. Who takes care of the kids?

We are "making public policy for a society that no longer exists by overlooking the changing economic role of women," says sr. fellow Arvonne Fraser of Humphrey. Day care is an area where the private sector can take over social service from gov't. The tiny, far right opposition to day care really wants to keep women out of the work force. As the data show, this will not happen. What an opportunity for local businesses & schools to work together.

BECOME YOUR ORGANIZATION'S CIA,
COUNSELS PUBLIC AFFAIRS ADVISER

Over the past 30-40 years, the American public has decided that all Americans are important. "This is a fundamental change ... unique in the world." John Hoving, pa consultant (DC) cites this as one of 9 "deep, underlying" trends:

2. There's no turning back, because judicial & administrative decisions and legislative efforts define this belief.

3. Problems are now resolved within the context of a participatory democracy.

4. Local political boundaries don't always square with significant social or economic activities or problems.

5. There are social, economic & political impacts to continuous technological change.