

for increased private funding -- increasing '81 contributions by 11.5% to a record \$2.9 billion; 3) deducting up to 10% of pre-tax profits, double the previous 5% limit; 4) supporting org'ns & projects that are business-related; 5) moving beyond federated fund drives, developing their own professional contributions offices. They are described in Corporate 500: The Directory of Corporate Philanthropy. Completely revised & in its 2nd edition, Directory describes 500 corpns most active in supporting nonprofit & public agencies, either directly or thru a foundation. Second listing shows corpns whose funding prgms are in a state of flux or temporary suspension. Each entry includes name, address, phone, areas of interest, eligibility, general policy, financial profile, application process, & sample grants with amounts if available. 9 indexes help locate appropriate corpns for specific fund-raising purposes. (\$225 from Gale Research, Book Tower, Detroit, Mich. 48226)

Who does what for whom in the nation's capital is detailed in Washington Representatives, 1983. Directory, in its 7th edition, lists private individuals & firms who serve American & foreign corpns & gov't, trade & professional ass'ns, labor unions, public & special interest groups and others seeking access to the federal gov't. 10,000 names are listed. Includes fulltime employees of the org'ns represented as well as members of law, public relations & gov't affairs firms. Many are registered lobbyists. Second section lists alphabetically 7,000 org'ns with the names & addresses of those who serve as their Washington spokespersons. Includes 2 topical indexes: 1) Selected Subjects, 2) Foreign Interests. (\$40 from Columbia Books, 777 14th St. N.W., Wash DC 20005)

TREND AFFECTS MARKETING?

Rise in single-person households may reshape marketing strategies. Making up more than 23% of all US households, people living alone increased 64% between '70 & '80 while total population grew 11.5%, reveals Census data. Recent survey by Newspaper Advertising Bureau shows median weekly food cost for a 4-person family between '77 & '82 was \$16.83 per person. For a single-person family it was \$30.67.

Lobbying is switching from Washington to the state houses. Useful tool for seeking state gov't information is State Legislative Leadership, Committees and Staff 1983-84. Section 1 gives state-by-state listings with names, addresses & phone numbers of all legislative leaders, committees, staff & staff services. Section 2 lists selected officials, committee chairman & staff with address & phone numbers. (\$15 from Council of State Governments, P.O. Box 11910, Iron Works Pike, Lexington, Ky. 40578)

Sources for FREE programs, entertainment, shows, films, concerts & speakers are listed & described in Directory of Free Programs, Performing Talent and Attractions. If you provide the audience, they'll provide the program. There are lots to choose from: US Navy, Army & Air Force bands & flying teams, Goodyear blimp, unicyclists, Fruit of the Loom underwear characters, hot air balloons, live entertainment -- to name a few. Also contains chapters on Making Your Request, Why They Might Say "No," and How to Organize a Program or Special Event. Program chairmen, festival & fair managers, schools, fundraisers, colleges, producers of special events, civic, fraternal, religious and charitable organizations will find this useful. (\$75 from Pageant Publishing Co, P.O. Box 240334, Memphis, Tenn. 38124)

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NETWORKING IS PARTICIPATIVE EMPOWERMENT, SAY EX-"TOUCHY FEELY" HUMANISTIC PSYCHOLOGISTS NOW APPLYING LEARNING TO USEFUL TOPICS FOR PUBLIC RELATIONS

The once radical views of humanistic psychologists have become mainstream. Their Association of Humanistic Psychology was founded 21 years ago by Abraham Maslow, Carl Rogers & others. Then a forum for ideas, it is now concerned with accepted, presentday trends. "We've expanded from dealing with the individual's problems to a more global perspective," Cathy Miller, media rels, told prr. Recent conference in Toronto -- Networking For Individual & Social Change -- reflects this. Seminars were held on humanistic business, politics & ecology as well as how to establish humane relationships with computers, for example.

"Networking could be useful in engineering more congenial work environments, finding spiritually satisfying jobs, and founding large-scale co-operatives," says Globe & Mail coverage. "It is the sense of cooperation among self-reliant, decision-making peers that vitalizes a network. Networking swallows up buck-passing and renders each of us more responsible, self-respecting & creative. The process of networking itself changes those who are networked by expanding each person's matrix of connections," explain Jessica Lipnack & Jeffrey Stamps of The Network Institute (W. Newton, Mass.) in AHP's newsletter. They further define networking:

The first approach is psychoanalytic; the second is behavioralism. Humanistic psychology is the alternative. That's why it has been dubbed by various people the third force in psychology. It is 1) increasingly religious, 2) increasingly politically active, 3) more open to use business as vehicle for social change.

Structure Of Networks

1. Wholeparts: Self-reliant, autonomous participants -- people & org'ns who simultaneously function as independent "wholes" and interdependent "parts."

2. Levels: Networks have many levels of organization but recognize the integrated importance of all levels. (The person who types the newsletter performs as necessary a function as the person who writes it.)

3. Distributed: Networks see to it that power & responsibility are distributed, creating a decentralized pattern of power with many people accountable for the work.

4. Fly-Eyed: Networks tolerate -- and even encourage -- many perspectives about goals & means. It has one apparent eye that embodies a plethora of others.

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5. Hydra-Headed: Networks have many leaders and few, if any, rungs of power. Like the Hydra, the 9-headed serpent which grew two heads each time one was cut off by Hercules, a network is hydra-headed, speaking with many equivalent but different voices.

Process Of Networking 6. Relationships: Networkers are more concerned with abstract & qualitative relationships between people than with comparing the exact output of each.

7. Fuzziness: A network has few clear inner divisions and indistinct borderlines. It makes a virtue out of its characteristic fuzziness, frustrating outside observers determined to figure out where a network begins & ends -- or "where the power is."

8. Nodes & Links: Networkers play multiple roles, sometimes defying job categories. In communicating, which is the main business of a network, a networker may in one moment serve as a node -- an entry point or an end recipient -- and in another moment serve as a link -- a connector between nodes & conveyor of information.

9. Me & We: Networks accord equal importance to the individual & to the group, reflecting the balanced integrity of personal worth & collective purposes.

10. Values: Networks cohere thru the shared values of members -- their "ideological glue."

HUMANISTIC MANAGEMENT STYLE COMING ON STRONG IN BUSINESS

A more humane management style is spreading thru American business, reports Christian Science Monitor. "It has its own force. There is nothing that anybody can do that is going to change the playing out of this transformation. It makes too much sense," says Richard Walton, prof of biz adm, Harvard.

Walton suggests management think thru & outline its new philosophy in print. 1) Commitment must be sincere or employees won't buy it. 2) Employees must be informed, given an understandable rationale for management actions.

3) They must be given more discretion, autonomy & voice in their jobs.

4) Management must show some commitment to job security -- "at the minimum treat it as a serious issue & make some sacrifices for it," Walton says. 5) Management must be concerned that the work assigned employees is challenging & offers a chance for development. 6) Walton cautions management to have patience. "Employees will have to test management commitment to them before they in turn become committed to management." Walton is a longtime student of increasing productivity thru QWL.

REFERENCES FOR PROFESSIONALS' BOOKSHELVES

¶2 handy media directories from one publisher: 1) New York Publicity Outlet is the "Who's Who" in broadcast, print & news services within the metropolitan area, still

the media capital.. Sections include newspapers (daily, weekly, foreign language, special interest dailies), black press, news services (including special interest & foreign), feature syndicates, NY correspondents of out-of-town papers, radio networks & stations, guest radio prgms, tv networks & stations (+ cable), tv guest interview prgms, trade pub'ns, magazines. Includes index of mags according to editorial interest, and a complete alphabetical index. Entries give address & phone of each pub'n and names of dep't editors & important contacts.

2) "metro California media" lists consumer media in all of California -- plus special designations for the 22 metropolitan areas in the state. Sections include daily, weekly & special interest newspapers, ethnic pub'ns, black press, news services, syndicated feature writers, news bureaus & correspondents, radio & tv (+cable) stations with guest talk & spot interview programs, trade pub'ns, magazines listed according to editorial interest. Address & phone given for each entry along with names of dep't editors & other important contact people. (\$64.50 each, includes 1 update, from P.O. Drawer 329, Washington Depot, Ct. 06794)

¶Bacon's 1983 International Publicity Checker for Western Europe adds more than 150 new pub'ns covering computer technology, automation, science, engineering, building & construction. 755-pg directory lists 9,299 business, trade & technical magazines plus more than 1,000 nat'l & regional newspapers in 15 Western European countries including the UK. Directory is divided by country, then by 64 market & 2 newspaper classifications within each country. Each listing includes pub'n title, address, phone & Telex numbers, frequency, circulation, editor's name, & type of material wanted. Offers details on handling international publicity releases, language & translation requirements, address format samples, subject indexes, mailing information, postage, phone & telegram rates, time zone differences. (\$140 from Bacon's Information International, 332 So. Michigan Ave, Chi 60604)

HOW TO FOSTER ENTREPRENEURS

Blending entrepreneurs into the organizational structure seems antithetical. "Entrepreneurs are tough people to have working for you because they break the rules. They naturally go against the established ways of doing things. They're the dreamers who need to follow their dreams," says Gifford Pinchot III, chrm, New Directions Group. He develops entrepreneurship programs in corporations. Pinchot chips away at corpns' dedication to the status quo by: 1) studying the subtle signals being sent to employees about innovation; 2) winnowing out individuals with ideas worth developing; 3) insisting innovators put some of their own money on the line; 4) rewarding innovators with a slice of the profits.

Idea is catching on, says Christian Science Monitor. There is growing awareness in board rooms that entrepreneurs are too valuable to lose. Hospitals have always had doctors who operate in this mode. 3M and Kollmorgen Corporation allow entrepreneurs to operate within their structure. Even IBM lets employees with good ideas launch "business units" -- operated like companies within a company, with their own staffs & budgets. One such "business unit" is credited with getting IBM's new personal computer onto the market in less than a year -- a record-breaking achievement.

¶Five emerging trends in corporate philanthropy show corpns are: 1) merging with other companies or becoming part of large conglomerates; 2) responding to the call