

¶Nearly 4 of 10 communicators are in newly created positions, indicating the profession's growth is continuing.

¶Average salary (\$33,900) increased 16.9% since '83. Men's salaries grew by 15.8% to an average of \$40,773; women's increased 19.4% to \$29,608.

¶Communications continues to be the most frequently used departmental title (23.8%) followed by public relations (18.6%, up from 17.4% in '83), marketing/adv'g (10.6%, up from 7.6%), internal communication (6.8%, up from 3.9%). Public affairs, public information & community relations show a decrease.

¶Communication budgets average more than \$452,000 in '85 -- a 39% increase over '83. 22% was the average increase. 16% reported increases of 10% or less. Increases of 50%+ were reported by 6.5%.

¶External budgets average about \$311,000. Average increase was 24%. Largest block of respondents reported increases of 10-19%.

"Profile/85" questionnaires were sent Dec '84 to nearly 2,200 randomly selected IABC members in the US & Canada and all members in the UK. However, all Accredited Business Communicators were surveyed. 44% of North American mbrs responded; 15%, UK mbrs; 84%, accredited mbrs.

WHO'S WHO IN PUBLIC RELATIONS

HONORS. Ruth Hammond (vp, gen'l mgr, Warwick & Assocs, Toronto) named "Woman of Distinction" by YWCA of Metropolitan Toronto because of her leadership, guidance & assistance to women.

PEOPLE. Henry Fiur named pres & COO, mbr of the bd of dirs of International Royalty & Oil (Fort Worth). Fiur was for many years sr vp of Hill & Knowlton.

KEY COMMUNICATION ISSUES COMPARED

| | 1985 | 1983 |
|--|-------|-------|
| Employee morale/motivation (same) | 56.4% | 56.5% |
| Cost containment (+) | 42.7% | 39.1% |
| Economic competition (+) | 42.4% | 36.9% |
| Productivity (-) | 39.9% | 45.5% |
| Technological advances (-) | 34.6% | 34.7% |
| Government relations (+) | 31.4% | 24.9% |
| Consumerism (+) | 28.4% | 19.4% |
| Social responsibility (+) | 20.0% | 17.9% |
| Professionalism (-) | 18.3% | 21.3% |
| Occupational health/safety (-) | 16.5% | 16.7% |
| Changing socio-political attitudes (+) | 16.1% | 15.4% |
| Changing demographics (+) | 15.8% | 11.8% |
| Mental health/alcoholism (+) | 14.9% | 11.1% |
| Corporate mergers (+) | 14.7% | 11.8% |
| Ethics & accountability (+) | 13.1% | 9.2% |
| Labor relations (-) | 11.9% | 14.6% |
| Inflation/recession (-) | 10.8% | 28.4% |
| Equal opportunity (-) | 9.4% | 9.6% |
| Environmentalism (-) | 8.7% | 9.5% |
| Energy situation (-) | 8.0% | 14.3% |
| International relations (-) | 6.7% | 7.2% |

¶Internal communication budgets average \$193,000 -- 20% increase over '83. 1 in 5 are working with an internal budget of \$25,000 or less. Despite the fact that internal comm's share of the budget is smaller than external comm's, employees are identified as the primary audience (see box).

Vol.28 No.23
June 10, 1985

"TRUST TRIANGLES": GM'S CONTINUING QUEST FOR PRODUCTIVITY & QWL FINDS TRUST ESSENTIAL FOR JOB SATISFACTION, WHICH IS NECESSARY FOR COMMITMENT; MODEL BASED ON BEHAVIORAL SCIENCE USES RESEARCH, MASLOW'S HIERARCHY

Organizational trust -- from the individual worker's perspective -- benefits both employees & management. Until a trust relationship exists, employees cannot feel fully satisfied with their jobs. Studies show satisfied employees are more cooperative & committed to meeting organizational objectives. Chevrolet-Pontiac-Canada Group (C-P-C) of General Motors has developed a model of organizational trust -- called Trust Triangles -- to explain trust and its implications to management.

To develop the model, 3,000 hourly & salaried workers within 9 different hq & plant locations were surveyed. They were asked to: 1) define trust, 2) write down a work experience that produced trust and 3) one that produced mistrust. 1,700 definitions & comments were content-analyzed. Five major categories became apparent. They were placed into a pyramid (triangle) -- corresponding to Maslow's hierarchy of needs. Both employer & employee benefit when management can be aware of these needs and assist in -- or at least not interfere with -- progression up the hierarchy.

Emp'l Rel's

O.D.

Behavioral Sci

P. H. Hines

| Maslow's Hierarchy Of Human Needs | C-P-C's Hierarchy Of Work-Life Needs |
|---|--|
| ¶Self-actualization | ¶Few reach self-actualization -- other than co. pres or person with a high level of vested personal interest -- therefore not a focus of the study. |
| ¶Respect/Esteem of peers | ¶Autonomy in individual job assignments/ Feedback (At this level, employees have the trust of the organization, reciprocate with commitment, pursue organizational goals.) |
| ¶Belonging/Companionship/Love | ¶Affiliations/Shared Values (Trust begins here.) |
| ¶Safety/Security | ¶Job Security/Predictability |
| ¶Food/Shelter | ¶Services exchanged for pay |

Who's Who

C-P-C researchers discovered 5 components of trust that can help managers measure trust levels and then strategize ways to improve the trust environment:

1. Openness: open, honest communication from mgmt as well as open channels for upward communication.
2. Congruity: a) consistent treatment of employees & employee groups, and b) consistency between mgmt's words & actions.
3. Shared Values: similarities between supervisors & employees, or common goals & values of mgmt & employees.
4. Autonomy: confidence in employees performing their jobs without constant supervision, and in their integrity, ability & judgment.
5. Feedback: required in order for employees to work autonomously & monitor their own performance in light of management expectations.

Using The Trust Triangle Employees within a group or dep't are surveyed. Instrument consists of "25 correlated questions that show indicators of these 5 predictors of trust. For example, 'I can do my job without someone looking over my shoulder all the time,'" Peg Holmes, mgr of comm research, told prr. Holmes' dep't administers the survey upon the request of a particular GM location.

Model shows 1) where an organization fits into the hierarchy -- either below or in the trust-associated levels; 2) where an organization should strive to be; and 3) which employee needs are not being fulfilled -- leaving mgmt to investigate the whys & hows of moving the organization up the hierarchy to a trust level.

Knowing where employees are on the Trust Triangle can help managers determine the content of their communications -- e.g., pub'ns, letters, meetings, videotapes. If business goals aren't being met, surveying employees and seeing where they fit in the Trust Triangle can show which employee needs aren't being met.

GM Example C-P-C uses the Trust Triangle for ongoing evaluation. For example, a GM vp was to address 800 hourly & salaried workers at C-P-C headquarters. He planned to address business-related concerns -- international competition, quality improvement, customer satisfaction. However, survey data presented in the form of a Trust Triangle showed the need for a different approach. It showed employees were more concerned about personal impact of the newly-formed car groups on their work lives. Survey showed 79% related in some way to concerns about personal job stability. He changed his tack and talked about the general structure of the C-P-C Group and its mission, reassured employees that communication channels would be kept open throughout the transition, then spent 2 hours answering questions.

Eight months later, survey of employees' concerns reflected a higher level of trust. Some questions remained at the lower levels -- concerns about parking & offices -- typical of an organization in transition. But 40% of the concerns were at the belonging level or above.

Media: Kim

Reck.

Trade/Prof Assoc

MORE STUDIES ON MEDIA POWER:
WHEN SOLE SOURCE, AS IN WAR COVERAGE;
WHEN OVERREACT, AS WITH MISSING CHILDREN

For some subjects, news media are the primary source of information for the public. NYU has set up the Center for the Study of War, Peace & the News

Media -- nation's first research program to examine the media's role in East-West relations -- because "for most Americans, the media are the sole source of information on a host of issues related to war, peace & the nuclear arms build-up. The media, therefore, are significant players in international affairs," according to David Rubin, J-dep't prof & Center's director.

Media are also significant but dangerous players in the subject of missing children (pr 5/20). They helped publicize the issue -- by unquestioningly using inflated data, reports Denver Post. Its poll, "The Search For Missing Children," reveals the discrepancy between fact & perceived fact:

1. 98% have "seen any news stories about missing children."
2. 91% have "become more concerned about child abduction in the past year."
3. Only 6% "personally know a parent who has had a child abducted by a stranger."
4. 93% are "aware of any local or national campaign to help locate missing children."
5. 47% of families with children under 12 have "taken advantage of IDing their children." (Note discrepancy between awareness & behavior.)

6. "How many children do you think have been abducted by strangers in the last year in Colorado?" 15% said under 25; 25%, 25-30; 25% 50-100; 18%, 100-500; 6%, 500-1000; 2%, over 1000; 9%, don't know. (In fact, law enforcement agencies are currently involved in 3 possible child-abduction cases in Colorado. The national number is estimated at less than 1000.)

Poll's results show that the "misperception has been so pervasive that it has become a reality in their minds. We don't see many polls that show such a tremendous misperception. It sure shows the influence of the media," reports Paul Talme, whose Denver-based market research & public opinion firm conducted the poll.

EMPLOYEE MORALE & MOTIVATION REMAINS TOP ISSUE FOR COMMUNICATORS WHOSE PAY & PRESTIGE ARE RISING

Biennial survey of IABC members finds 35% of respondents have a more significant role in their organizations; 38% are getting more support from top mgmt. 33% play an extremely or very influential role in policy making. In 1970, 70% held the title of editor. Now, 38% hold the title of manager or director. Only 17% call themselves editors. Other findings:

"Some mental health experts say part of the anxiety about having a child abducted is the product of media hype, while others believe it might reveal an underlying national neurosis.

"Dr. Robert LaCrosse, a Denver psychologist, says shifting American lifestyles and child-rearing habits might have helped to fuel the fears. 'One of the shifts that happened is working mothers and children in day care. I wonder if the whole issue of not being home may be tapping into (hidden) guilt.'"

-- 5/13 Denver Post

PR: Prof

Research