

interpersonal communications, providing clear explanations & illustrations of typical conversations. Topics include 1) gathering evidence, 2) what causes misunderstandings, 3) using questions effectively, 4) analyzing & overcoming barriers, 5) handling human feelings. In addition, special chapters detail 6) building credibility, 7) negotiating, 8) writing effectively, 9) selling ideas to groups. (\$15.95, 253 pgs, McGraw-Hill)

"All scientific research is a pursuit of answers to Why," Nirenberg writes. His rules for Why include:

1. Never suggest an action without telling its end benefit.
2. When people disagree with you, explore the reasons for their objections.
3. Whenever you ask a question, say why you're asking.
4. When you assert something, say why you think it's so.

PASSING PARADE = HUMAN NATURE

Any who doubt that mass media are entertainment vehicles, emphasizing the passing parade rather than edifying mankind on "the issues," will find it hard to rationalize recent reportage. Dominating the news were 1) Coke's new/old event & accompanying trivia re the cola wars, 2) Madonna nude, & how Playboy's pics differ from Penthouse's.

Even coverage of the 40th anniversary of the atom bomb, while appearing widely, was just another story -- highlighting the drama of discovery & the personalities involved rather than the most critical question ever to face mankind. Why do they do it? Because human nature prefers pastimes to tough problems. Only Readers Digest has put fun & issues together with outstanding success. And the theme of every item it carries is ... human nature.

*Madonna  
Playboy*

*Madonna  
Playboy*

### EVEN STOCK ANALYSTS, MONEY MANAGERS VALUE PERCEPTIONS OVER FACTS

of a company, according to a survey by Financial Relations Board (Chi). 116 (of 272 responders) say sizing up top mgmt counts for 60% of their total judgment on whether the p/e ratio is high, low or reasonable. 89 say it's worth 40%. 47, 20%. Only 16 say it's a negligible factor.

An overwhelming majority of them say their "gut feelings" about a company's top mgmt are worth 40-60% of their total evaluation

Many place little value on the annual meeting in their stock appraisal process. Over 1/3 attended no annual meeting this year. 15% attended one. 42%, 2-6; and 10%, more than 6. Almost 2/3rds say they would attend more annual meetings if companies would present more detailed business plan & outlook data instead of rehashing what happened last year.

### ITEM OF INTEREST TO PRACTITIONERS

Communicator channels his professional expertise into a novel titled The Famine Plot. Author John Freivalds is managing dir of Miller Meester International (Mpls). His expertise is international marketing. Book involves an international plot: American grain shipments to the Soviet Union, a virus attacking American grain, subsequent panic in the commodities market, rationing, and this during a Presidential campaign. Wonder what his presentations to clients read like? (Stein And Day/Publishers, Scarborough House, Briarcliff Manor, NY 10510)

*in the  
report*

*Book of  
the year*

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### DOES N.O.W.'S RETURN TO PREVIOUSLY-FAILED MILITANCY MEAN FURTHER SETBACKS FOR WOMEN'S ISSUES? NO, SAYS NEW REPORT: PHENOMENON IS WORLDWIDE, MORE HUMAN LIBERATION THAN FEMINISM

Women's struggle for equality is not just a North American phenomenon. Nor just an issue for developed nations. It's a worldwide concern whose effects are permeating all areas of society. This issue isn't just the incitation of a few feminist groups, as some want to believe. It's here to stay.

The Data: Witness the increasing numbers of women in the US workforce -- 44%, reports Working Women magazine (prr 2/25). 60% (20 million) of all mothers work (prr 7/15). Worldwide, 675 million women are currently at work or seeking work, representing about 1/3 of the total labor force. Since 1950, women's growth rate in the world's workforce has outstripped the rise in men workers by 2 to 1.

These and a wealth of other statistics are presented in "Women...a world survey" by Ruth Leger Sivard, dir of World Priorities (a DC nonprofit research firm) which published the report. It points to a movement for change emerging everywhere that "differs from earlier drives for equality in being worldwide and focusing on broad issues." Report was sponsored by Carnegie Corp, Ford & Rockefeller Foundations. (\$5 from Box 25140, DC 20007; 202/965-1661)

Out Of The Closet: Moving into the marketplace as paid workers "brings millions of women into the mainstream of economic activity for the first time. It destroys the isolation & screen of invisibility which have had a damaging circular effect on women's status: on the values attached to the paid work that many of them do, the security & prestige of their position in society, and the attention accorded to their needs by political authorities. Participation in the paid labor force can break the vicious circle," explains the report.

Education: Another key, because it develops human potential. It's the area where women have made the greatest gains in recent decades. According to the report, most gov'ts have acted to remove formal barriers to entry into school systems and give equal access to girls & boys. Laws requiring compulsory attendance are widespread. UN records show 161 of 194 countries with autonomous school systems had

*Woman*

*Comp  
lab*

*Social  
change*

New women at the top:

In the US, Christine Holdereid graduated at the top of the 1984 class of midshipmen at the Naval Academy.

In Canada, Jeanne Sauve is the first woman governor-general in Canada's 116 years of independence.

In England, Dorothy May Donaldson is the 656th Lord Mayor of London, the first woman to hold the office since it was created in 1283.

compulsory schooling by 1980. Of these, most countries (94 of the 161) required 8-10 years of schooling; 55, 7 yrs or less; 12, 10 yrs or more. Tho these statistics are encouraging, laws are not always enforced and many girls are not being educated.

Women's Health: "Women are more likely than men to be malnourished, poor and illiterate, to carry a heavier workload, and to have less access to medical facilities. The adverse effects on their own health extend to their offspring as well." Family planning is seen as a way to increase survival rates of women & infants, and a way to "enlarge the choices open to them, freeing them to become better educated, to improve opportunities for their children, and to increase their own participation in economic development."

Government And The Laws: "Most countries have already moved to establish constitutional or legislative provisions asserting equality of the sexes and guaranteeing equal rights to both women & men.... Now the emphasis is on translating these principles into programs that can redress centuries of discrimination. The objectives are both to correct laws & practices that are discriminatory, and to promote equality in an affirmative way."

NOW's Combative Role: With the election of Eleanor Smeal to its presidency, NOW is headed for a more militant stance. "Bedrock" issues include comparable worth (pay equity), child care, Civil Rights Restoration Act, conservative view that birth control is dangerous & large families are good. "What feminism must be about is adjusting to modern life for men and women, and not romanticizing the past for women and thereby keeping the culture & civilization down," Smeal told a Christian Science Monitor reporter.

Eleanor Holmes Norton, law professor at Georgetown U, sums up the women's movement's present situation this way: "Twenty years ago almost anything you did made a difference. Now women are in a watershed period. Great movements must reinvent themselves. To sustain themselves, movements must not only grow, they must change -- not only because the times have changed, but because we ourselves have changed the times."

Single Parenthood: 7/15 Newsweek article on single parent families is another indicator of the women's rights phenomenon. 1 of 4 households with children is headed by a single parent, 90% of whom are women. This is a major factor in what is called the "feminization of poverty." Article predicts 1 of 2 households will be headed by a single parent by 1990.

Evidence of the movement's widespread attention is recent world conference on the United Nations Decade for Women and the nongovernmental org'n Forum '85, held simultaneously in Kenya. 14,000 women leaders gathered in celebration & study.

Church groups coordinating with Interfaith Center on Corporate Responsibility are addressing the issue of comparable worth. They've submitted a proxy resolution to AT&T, Citicorp, J.P. Morgan & Westinghouse asking for statements affirming each company's policy & how it's being implemented, reports ICCR's newsletter, The Corporate Examiner.

Sponsors reason that women have been "ghettoized into so-called pink-collar jobs and 2/3rds of all working women are concentrated in about 20 of more than 400 job categories" and "systematically paid lower compensation than jobs traditionally accepted as men's work, although required skills & education are similar."

CAN AN ORGANIZATION MAKE BULLETPROOF DECISIONS? POLICY SCIENCES WILL HELP

If you & your management team had to make the decisions Coca-Cola recently did, how would you go about it? Would you gather market research, then go with it? Would you use force field analysis, decision trees or some other technique? Is there a decision-making process your organization uses? Or does everybody think about it for a while, then use their "best judgment"?

Seat-of-the-pants decisions, or doing things because the boss wants them, are more dangerous than ever. Not only because the world is increasingly complicated, but because the ability to exchange ideas & feelings is so enhanced. Fortunately, the process management of decisionmaking has received immense study in recent years. From this has evolved a discipline known as policy sciences (pr 1/8/79; write for copy).

The sine quo non for decision-making process is that it leave nothing to chance.

Among such theories, those of the late Harold Lasswell stand out because they truly attempt to take people & human nature into account, as well as objective factors. The father of policy sciences, Lasswell devoted much of his scholarship to public relations subjects.

When it comes to terminating an existing policy or product, Lasswell asks 3 questions:

- A. Is the phase-out timely?
- B. Does it balance stability & change?
- C. Does it compensate those who

invested in the policy or product being terminated? In Coke's case, this turned out to be the problem. Customers were so invested in the old formula, they were unwilling to fairly consider the new.

To help discover the extent of "investment," Lasswell suggests these tests:

- 1. What strategies are being used to make the decision? Are they:
  - a) dictatorial or coercive?
  - b) participative or persuasive?

- 2. What dearly held values are at stake? Consider especially two groups:
  - a) those who could achieve value indulgences, and
  - b) those who might suffer valued deprivations.

SELLING IDEAS = EFFECTIVE COMMUNICATION SAYS NEW BOOK THAT TELLS HOW

Unlike typical "how-to" books, How to Sell Your Ideas concentrates on understanding causes of behavior. Psychologist Jesse Nirenberg roams the human mind, discovering the twists & nuances lying behind a seemingly simple conversation. After providing an understanding of the mind, he shows how to use it advantageously.

"It takes special techniques to shepherd an idea through all the obstacles so that it comes alive in people's minds." Chapters flow in and out of the realm of

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