

W. R. Grace & Co. appear to be delighted with our advocacy campaigns and seem to be proud that their company undertakes such seemingly selfless efforts. I would say correspondence runs 99% favorable. The fact is that not only do they perceive that anything we can do to help the nation is bound to be to their eventual benefit, but many also understand that the same amount of money spent for traditional corporate advertising, where we compete with many peer companies, does not buy the public awareness, perception and even gratitude that we get for addressing issues of national importance."

"New product-sampling market to open, reports Runzheimer International (Rochester, Wis). Next year, airline passengers will receive gift packages with samples ranging from razor blades to cologne. Attendants are expected to hand out approximately 4 million kits monthly. "The beauty of the whole idea is that not only do airline passengers represent an ideal consumer group, they also are a captive audience."

QUALITY CIRCLES ARE OPERATING IN DIVERSE AREAS:
TAX COLLECTION, FLOOD CONTROL, PUBLIC RELATIONS,
ADVERTISING, INSECT CONTROL, PUBLICATIONS, SOCIAL WORK

They save \$5 for every dollar invested, claims QCI International. Annual survey of em-

ployee involvement facilitators & coordinators in the US & Canada shows:

¶97% say activities are voluntary for participants.

¶61% say they're voluntary for managers.

¶89% have a steering committee, 51% meet monthly.

¶94% meet during working hours, employees are paid regular wages while attending.

¶33% have a suggestion system in addition to the participation groups.

¶53% say employee involvement has a "tremendous effect" on their careers; 29% say it has "enhanced it somewhat."

¶65% of quality circles are in the "blue collar" areas; 31% in "white collar" areas.

¶74% call their groups Quality Circles. Other names include: QWL Teams, Performance Teams, Employee Action Teams, (Company Name) Circles, TQP Circles. (Copy from Gloria Jordan, QCI International, Box 882, Red Bluff, Calif. 96080; 916/529-0246)

Respondents rate their own as well as others' enthusiasm for employee involvement:

	You	Top Mgmt	Mid-Mgmt	Supv	Non-Mbrs	Mrbs
Unlimited	45%	14%	3%	1%	0%	11%
Superior	37	37	22	24	6	54
Good	12	29	39	36	33	26
Fair	4	11	23	18	16	6
Limited	0	2	4	10	3	0
No Answer	2	1	1	3	2	3
Neutral	0	5	6	8	39	0
Unsupportive	0	1	3	1	1	0
	100	100	100	100	100	100

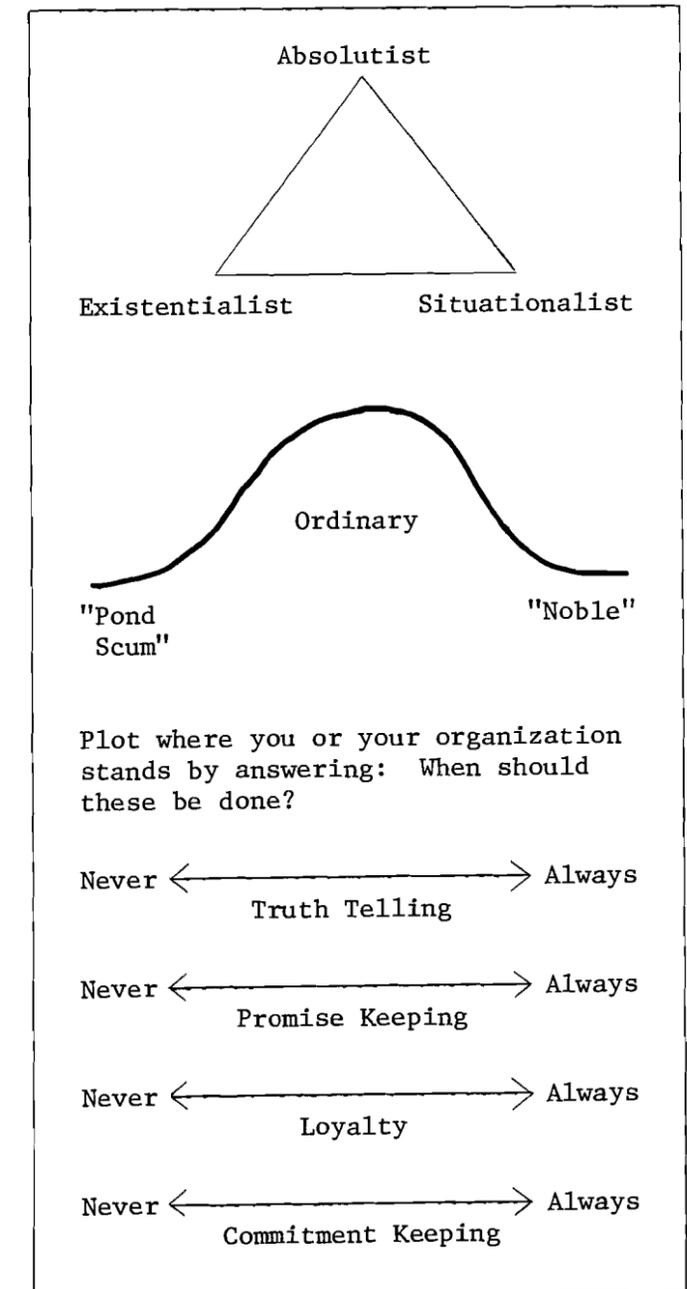
PRACTITIONERS FACING DECISIONS THAT HAVE ETHICAL/MORAL DIMENSIONS
MAY FIND DISTINCTION BETWEEN "RIGHT" & "WRONG" MUDDIED;
STUDIES BY ETHICISTS OFFER HELP, PUT THINGS IN HUMAN PERSPECTIVE

"The basics of 'truth telling,' 'promise keeping,' 'loyalty' and 'commitment keeping' provide the ethical/moral building blocks," according to Alexander Horniman of Center for the Study of Applied Ethics, UVa. They are also the cause of "professional dilemmas."

Public relations professionals must answer to 1) public welfare, 2) organization or client, 3) professional association code of ethics and 4) self.

Situations in which ethical/moral decisions must be made involve a) judging where priorities lie, and b) determining action to be taken to maintain ethical/moral standards. Further complicating matters: what may be an ethical or moral issue to one may not be to others. For example, "truth telling" may involve legal issues or good business judgments that may compromise a relationship. Should the whole truth be always told or are there circumstances when the truth could be harmful?

Horniman suggests there are 3 extremes: 1) the absolutist who believes every decision is either "right" or "wrong" regardless of the consequences; 2) the existentialist whose choices are made without a prescribed value system, based on immediate rational choice, and 3) the situationalist whose decision is a result of analysis of the value set and resultant action that does



the least harm or most good. Most decisionmakers are not extremists, so generally fall in the middle of this tri-polar continuum.

Horniman acknowledges that sometimes bad decisions are made: "Good people do bad things." Professionals normally act in "ordinary" ways; but as in the classic bell curve some are "noble" in decisionmaking while others are "pond scum." "It's unfair to look at a single incident, but rather the cumulative effect of a person's decisionmaking. This determines whether a person is noble or pond scum," says Horniman. "Few are really either, most are ordinary."

In clearing muddied waters, it is important to note that the differences between nobility and pond scum are based on the ethical/moral value set involved in a person's or organization's decisionmaking process. The basic question remains: What are our actionable values?

2-WAY TALK RADIO DOES IT AGAIN:
DEFEATS MASSTTS. SEATBELT LAW
DESPITE MASSIVE "BIG SHOT" SUPPORT

Reminiscent of how Calif's seminal Prop. 13 found its way to public favor, a veteran Boston talk-show personality used his medium to win a referendum overturning Mass' manda-

tory seatbelt legislation. He did it against overwhelming odds: the governor, the legislature, the auto industry, the insurance industry, the editorial boards of all the major media, columnists, commentators and every public interest group in the state. Some object lessons:

1. Pro-seatbelt campaign had \$1/2-million budget, largely from the auto industry. Antis had \$9,000 -- & talk radio. But the issue boiled down to "what's good for you" vs. "personal choice." This is an ideal environment for talk radio.

"Radio is the premier medium for stirring people into action. It is a fact that throughout most of the 20th century revolutions have begun by taking over the presidential palace and then the radio station. Radio is a personal medium which communicates to people in their most intimate situations: in the bathroom, in the kitchen, in the car, and in bed."

2. Most major media were solidly pro-seatbelt. As in Prop. 13, they refused to acknowledge any opposition. When votes were counted, and their side lost 54% - 46%, these media said talk-show hosts had done it for ratings. He responded that media sold out to big advertisers.

3. On an important issue many felt major media gave inadequate or unbalanced coverage. Adweek editor Charles Jackson asks "how well our mass media covers the issues, and who decides what will be given prominence."

4. Talk radio at its best needs a host who a) directs flow of conversation, b) challenges & confronts, c) adds humor, d) above all, entertains. Consider the psychological profiles of people who find "a" & "b" entertaining -- and it is apparent a natural aginer audience is available on this medium.

5. But -- this is a small group. Their grassroots 1-on-1 campaigning must have been extensive to capture a majority vote. Another blow to the myth about winning elections in the media. (Write prr for copy of article.)

CRITICAL QUESTIONING OF QUANTITATIVE BIAS
HELPS QUALITATIVE FIELDS LIKE PUBLIC RELATIONS

Public relations & other fields that emphasize the realities of human nature, rather than ideal-

istic anti-people number-crunching, are finding support from a gender-based criticism of science. Despite its vaunted "objectivity," say the critics, science is as culturally affected as any other endeavor.

Science has a "masculine" bias that 1) puts things into hierarchies & 2) simplistically looks for "master molecules" or other controllers at the top of the ladder that influence all the lower rungs. One result is ranking scientific endeavors from hard (physics & math) to soft (anthropology & psychology).

"It has led to assigning greater value to quantitative analysis than to qualitative work. And it has led to dismissing models that stress interdependence rather than controlling elements."

"For instance, it's now an accepted commonplace that "history" is a subjective explanation of events rather than a collection of facts. Society decides what events are important enough to study in the first place, and then in what light they should be seen.

Reports an article in the magazine of the Alumni Consortium:

"A new breed of critics says a male bias in methodology, mindset & metaphor has hampered the search for scientific truth. This might be the next scientific revolution."

"The same goes for anthropology, sociology and all the social sciences. But "pure" science depends upon scientific facts, natural laws, proven models, doesn't it? Where does culture fit in?

"Science is the last sacred Tao among the intellectual disciplines. In recent years, revisionists of many kinds have brought new perspectives to the other academic fields.

"Rational impartiality, or scientific objectivity, the critics argue, is a figment of scientists' imagination because, like any other human activity, science is influenced by its practitioners' culture.

USEFUL INFORMATION FOR PRACTITIONERS

"Public relations has strong role to play in new product development. According to a Conference Board study, identifying, screening & coordinating this task has steadily become more important. But a crucial problem exists: improving communication links between technical & marketing staffs. Management should also "encourage creativity & promote communication within the organization & between the organization and its customers," CB study recommends.

"How do practitioners reconcile advocacy positions with the views of shareholders and their reaction to non-revenue objectives? Tony Navarro (pr 11/17) responds for his company: "As far as we can determine, both from shareholders' correspondence and some direct participation at the annual meeting, the shareholders of