

3. Familiar or unfamiliar. If a risk is familiar, we accept it -- almost no matter what it is.

Scientists define risks narrowly & precisely, in terms of factors that can be reduced to numbers. The public, on the other hand, wants to know whether something is a good risk or a bad risk. A "2-way educational process" is needed to bridge this gap, say both scientists.

4. Potentially catastrophic. Good example is automobile deaths vs. airplane deaths. Auto deaths are spread over time & space, whereas a large number of people die instantly in one place in a plane crash. The catastrophic impact of the accident makes the public perceive flying as a greater risk than driving, even tho the numbers say otherwise.

USEFUL INFORMATION FOR PRACTITIONERS

¶Growing understanding that all problems are basically pr situations is exemplified by Christian Science Monitor's Aug 5 headline over the lead story, on the South African ruling party's "reform" congress to be held Aug 12: "S. Africa's PR nightmare."

¶Program on blacks in corporate America has been produced by Southwestern Bell. 30-minute documentary features interviews with top execs & mgmt consultants about life in the biz world. Educational training materials, scheduled for completion by September, are being developed for use in conjunction with the film. Deals with racial bias, mgmt style, strategies on how to get promoted. Includes discussion guides & activities for various levels of groups -- high school, college, newly hired mgrs. "Our basic objective is to create greater awareness among black youths of the career options offered by corporations. The program also seeks to dispel the perception that large businesses offer blacks few opportunities for advancement," says Brenda Fisher, mgr, constituency rels. Documentary was produced in response to work with regional & nat'l black organizations. Educational materials written by Geneva Gay, curriculum specialist at Purdue. (\$150 for schools, \$325 for bizs, loan prgm available for NPOs & nonprofit community groups. Info from 1010 Pine St, Rm.1008, St. Louis, Mo. 63101; 314/235-8875)

¶PR Super Bowl? Minnesota PRSA Chapter bids to host 1991 PR World Congress and invites PRSA & CPRS to hold their 1991 national conferences conjointly in Mpls. Having all 3 conferences simultaneously in Minnesota would bring 3-4,000 pr professionals together.

¶For results with the toughest problems, use pr. Businessmen, tired of having their cars broken into at outdoor parking areas near the commuter rail station in Jersey City, hired a public relations firm -- Universal Public Relations. Intent is to pressure city officials to increase security. Campaign, so far, has been one of flyers, press releases & media coverage. Message is: there are millions of square feet of office space under construction near the station, and looting could scare off prospective tenants. Reads one newspaper clipping: "City officials, acknowledging the power of public relations, say police have started paying special attention to the area."

WHO'S WHO IN PUBLIC RELATIONS

AWARDS. Paul Maccabee (Mona & McGrath Public Relations, Mpls) receives

Clarion Award from Women In Communications for year's best public relations campaign.

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MGMT IS TAKING UPWARD COMMUNICATION FROM EMPLOYEES MORE SERIOUSLY -- THEY ARE USING WHAT THEY HEAR TO HELP MAKE DECISIONS, SURVEY FINDS; BUT MAJORITY LAGS WITH 1-WAY MODE, INADEQUATE STAFF, NO EVALUATION

Employee communication's role as a problem solver is growing in appreciation, reveals a survey by The Wyatt Company, administered by Opinion Research Corp. While print & a-v media are being effectively used, they are not the message. Direct communication, in the form of open-door policies, group meetings, one-on-one discussions, plays an increasingly larger role. The bottom line:

A. Companies where employee info is used in the decisionmaking process more often use communication to prevent problems rather than react to them.

How employee info is used:	1986	1981
¶As input <u>before</u> making major policy decisions	19%	6%
¶As input to <u>implement</u> major policy decisions	27%	13%
¶Simply to keep in touch with employees	47%	69%
¶No response	7%	12%

B. 58% of those who describe their programs as "very effective" use communication to prevent problems. "In essence, the most successful programs have a proactive rather than reactive strategy." (However, 56% still report reactive programs.)

C. The more programs are rated "effective," the more often are readership surveys, employee interviews & communication audits used to rate them. (But 68% still use managerial hunches.)

Methods used to measure effectiveness:	%
¶Readership surveys	17
¶Employee interviews	16
¶Management judgment	66
¶Communication audits & more extensive surveys	10
¶Other	12

How do you rate your communication program for employees?	
¶Very effective	14%
¶Somewhat effective	65%
¶Not effective	20%



OTHER FINDINGS:

¶Altho corporate cultures are still dominated by top-down decisionmaking, this will change over the next 5 yrs. Expect more emphasis on 1) bottom-up decision-making; 2) rewarding innovation; 3) decentralization, with fewer approval levels required; 4) disagreements will be more openly dealt with, resolved rather than avoided.

¶Of the companies that do not employ a full-time staff member in a position formally designated as a communication function, 46% characterize their communication efforts as "not very effective."

Methods used to encourage upward communication:		How important a role do you feel employee communications plays in the success of your organization?	
¶Open door policy	71%	¶Very important	61%
¶Group meetings with sr execs	44%	¶Somewhat important	28%
¶Focus group sessions	43%	¶Somewhat unimportant	8%
¶Attitude surveys	39%	¶Not important	2%
¶Formal employee suggestion prgms	36%		
¶Group meetings with CEO/pres	34%		
¶Other	14%		

"Communication by itself is not 'the' solution any more than is internal entrepreneuring, quality circles, MBO, or whatever the latest fad. Communications -- to do its job as the glue that holds it all together -- has to be an ongoing process. The programs need to be continuous; the messages need to be consistent; the open doors need to be open all the time; and what is said and how it is said needs to be periodically evaluated."

17,000 readers of The Wyatt Company's national newsletter were surveyed. 1,257 responded, representing a wide range of organizational disciplines. (Complete survey data tabulations -- with breakouts for key subgroups -- from Robert Ellis, The Wyatt Co, Ste.5600/Sears Tower, Chi 60606; \$100)

NEW PHILANTHROPIC MOVEMENT IS WOMEN FUNDING WOMEN'S CAUSES: "WE HAVE THE STRENGTH WITHIN OURSELVES"

foundations & federations. \$1.1 million was distributed to programs serving & run by women. Goal is to more than double those figures in '86. NCRP's special report, "Women's Funds," offers an overview of this phenomenon, examines its rationale, growth & organization, describes some of the most successful new funds, and reviews 28 of them giving names, addresses & funding info.

"Women's funds are bucking traditional philanthropy's longstanding neglect of women's causes," says NCRP exec dir Robert Bothwell. He reports programs for women got less than 4% of the \$4.36 billion private foundations gave in 1984. United Way

nationwide gave \$2.38 to boys' programs for every \$1 given to girls'. Only 0.3% of corporate gifts go to women's causes. Some findings from the report:

¶There were 4 women's funds in 1980; but 28 by 1986.

¶None of the funds is more than a decade old. 9 have been in operation 3 yrs or less. 11 are still in the organizational stage.

¶While the majority fund local organizations, 3 support programs for women & girls nationwide. At least 4 are statewide or regional. Several are private foundations, 4 are federations of local women's organizations set up to raise money for member groups.

¶Payroll deductions have proven lucrative for the 4 federations, the only funds to try them thus far. Womens Way in Philadelphia raised \$200,000 in the workplace in '85. At least 3 others are considering workplace fundraising.

(Copy of report from NCRP, 2001 S St. NW #620, Wash DC 20009; 202/387-9177; \$1)

PUBLIC RELATIONS VARIETY OF RISK MANAGEMENT MEANS WORKING WITH PERCEPTIONS, NOT FACTS; BEHAVIORAL SCIENTISTS GIVE RULES OF THUMB

Fear of terrorism caused a strong response -- cancelled overseas trips. Yet the risk of drowning in our bathtubs is much greater

than being a terrorist's victim. "The public decides risk on the basis of feelings. The problem with that is that what scares people is often not the same thing that is really threatening to them," says Robert DuPont, Center for Behavioral Medicine, in Chemecology magazine.

There is a "gap" between the way the public assesses risks and the way scientists assess them, according to Paul Slovic, psychologist & expert in risk analysis, Decision Research. Scientists & the public are speaking two different languages. As a result, risk assessments done by scientists often don't match the perceptions of the public. According to DuPont, what the public wants to know is whether the risk is:

1. Voluntary or involuntary. Whether it was forced on them by someone else, or is a risk they chose to take.
2. Controllable or uncontrollable. Who controls? Risk is more acceptable if a person perceives he or she has control. (Paradoxically, statistics show we're actually safer when someone else is in control of the risk because of the level of responsibility assumed by the controller, says DuPont.)

The presence of women's funds

1) educates the public about women's needs: "We've heard from several foundations that the work of the Minnesota Women's Fund is encouraging them to think more about their giving to women & girls -- and to consider whether they need to do more." -- Lauren Weck, Minnesota Women's Fund.

2) Sends out a message: "The message is that women, like blacks & other minorities, are overcoming the limits that have been imposed by our society, limits that we've internalized and that have kept us from realizing our potential. Also that we have the strength within ourselves to generate & control resources for women struggling because of poverty, discrimination & abuse." -- Dana Alston, National Black United Fund.