

¶Financial Relations: Gershon Kekst
 ¶Healthcare: Ken Trester, Frank Weaver, Shirley Bonnem, Judith Bogart
 ¶Higher Education: Bob Reichley, Art Ciervo, Jim Fisher
 ¶Insurance: Mechlin Moore, Frank LeBart

¶Media Relations: Mike Klepper
 ¶INPOs: Sunshine Overkamp, Virginia Pie
 ¶Religious Organizations: W.C. Fields
 ¶Research: Walt Lindenmann
 ¶Schools: Larry Ascough, Bonnie Ellison, Bill Jones, Gary Marx, Ned Hubbell

CHANGES IN FIELD MAKE INDIVIDUAL ROLE MODELING ESSENTIAL

1. Vocation began as freelance function, not integrated into organization -- e.g. Edison & Westinghouse hiring press agents, The Publicity Bureau, Lee, Dudley, Bernays. Had problem-solving role.

2. Started moving in-house primarily in business -- e.g. Arthur Page, Paul Garrett -- & human welfare org's -- e.g. Social Work Publicity Bulletin of 1923 (now Channels) & Religious PR Council of 1929. Retained problem-solving orientation but moved steadily toward media relations.

3. As almost all org's embraced the function, publicity & promotion dominated problem-solving. Counseling firms grew in number & location and, because of their breadth of experience, became the diffusers of new techniques -- the role models.

4. Now the large firms are almost entirely subsidiaries of publicly-held ad agencies. Pressure to produce profits so parent companies can report good quarterly earnings may be moving them away from objective counseling role, into service marketing emphasis. Such firms cannot be role models for a profession -- tho individuals within them might.

5. Increasingly it has been the single practitioner, wherever employed, who has taken on role modeling responsibility. Whether it's Larry Foster & Tylenol, Jim Tolley & Iacocca, Frank Weaver & hospitals, Ron Rhody & corporate free speech...this is the source of major learning for the field today.

ACTION LIST: WHAT TO DO TO MAKE PR'S CULTURE A VIABLE TOOL FOR ALL

1. Write a book compiling the pithy, elucidative stories about the heroes & great events of the field.
2. Urge societies to which you belong to adopt the uniform code of ethics. A project coordinated by North American PR Council aims to put before clients & public a single, easily understood, promotable code. (Write prr for draft.)
3. Be a role model. 5 traits of the ones named in our poll are that they a) share experience, good & bad, by writing & speaking, b) mentor students & young pros, c) stimulate debate on pr topics, d) promote the field to others, e) develop new techniques.
4. Gain a reputation so you can represent public relations to your publics. The sociometric studies show this is achieved by writing, speaking, lecturing, service in professional societies.

1. A universally shared professional culture for public relations practitioners is inches away. All that is needed is desire.	2. Academic & technical support are in place. Imperfect, yes, but once a culture is shaped & adopted it will in turn shape these support systems for the profession.	3. If practitioners will drop their diffidence and start taking charge of their field, public relations can emerge as perhaps the most useful profession of them all.
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AN INVESTIGATIVE CASE PROBLEM IN ORGANIZATIONAL CULTURE: CAN IT BE ACHIEVED FOR A GROUP SUCH AS A PROFESSION WHERE MEMBERS ARE DISPERSED WITHIN OTHER ORGANIZATIONS?

Can public relations develop a "corporate culture" to which its practitioners adhere even tho they work inside employing organizations which have their own cultures? Has this already happened? Do other professions have such overriding cultures? What are the advantages?

Are there potential disadvantages? One that comes to mind is analogous to academe, where professors are usually more loyal to their discipline than to the college at which they teach. For a profession this might be a distinct advantage -- arming pr pros with mores, jargon & techniques that clearly set them apart. Adherence to the ethics & disciplines of a strong profession would be one way to show that pr brings something special to the table. Essentially, it is just such membership in an outside "club" that gives lawyers & CPAs their standing.

How Might A Culture Of Professionalism Arise?

The field has learned much about the ingredients that go into a culture. Foremost are 1) heroes, 2) role models, 3) rituals, 4) stories, 5) training (the military unabashedly calls it indoctrination; for new members most organizations label it orientation).

Take them one at a time:

1. Heroes pr has, many of them. Ivy Lee, Arthur Page, Paul Garrett, Earl Newsom & many others were truly bigger than life. Even seamier predecessors of today's practice,

Every once in a while, even in a pragmatic publication like prr, it doesn't hurt to look inward -- to review the state of the practice of public relations. If ever there was a year that provided feedstock for such strategic reconnoitering, it was '86. As it ended, there was ample evidence the profession is on practitioners' minds. Consider:

-- ethics abuses, not just the Deaver & Franco cases but the Boesky scandal, Iran-contra stonewalling, Thiokol-NASA o-ring tragedy, et al.

-- new interest in licensing, mandatory accreditation and similar, culminating in PRSA's Symposium on Demonstrating Professionalism and CPRS' attempts to begin applying its innovative 5-year plan.

-- acquisition of some of the last major independent pr firms by ad agency-owned biggies, including H&K swallowing Byoir, Gray & Strayton; and Doremus adding Weiner & Porter Novelli.

-- professional topics ranked highest among current concerns of practitioners in prr's Annual Survey of the Profession (see prr 12/22/86).



whether P.T. Barnum or Ben Sonnenberg, offer lessons every practitioner should know. (Yes, in today's cynical world, heroes are usually dead...so their feet of clay are beyond the spotlight of a tv special or 20/20.)

2. Role models are also numerous and arguably most important. For a list see story on pages 2 & 3.

3. Rituals are not yet universal -- but are more firmly in place than may be realized.

A. Membership in a professional society is not endemic but, on analysis, much higher than usually acknowledged. Assuming the US census figure (a self-selected universe) is high, postulate that the body of truly dedicated practitioners numbers 75,000 with fringers removed. Unduplicated membership in all pr organizations national, regional & local is by prr's reckoning about 40,000 or over 50% -- not the 10-15% often cited.

B. Accreditation has so far been attained by about one-third of the members in PRSA & CPRS, smaller percentages in the other societies that offer it. But there is a new enthusiasm for taking the exam, reported by organization after organization. More important, key educators are almost all accredited. Doctoral degrees notwithstanding, they have sat for the test & condition students to do likewise as soon as they're eligible. There are no more eager candidates for accreditation than graduates of public relations sequences. As they will one day constitute the vast majority of practitioners, universal accreditation seems assured.

C. Licensing is still anathema to scores of practitioners. But support is growing -- and adherents are both vocal & activist. Texas PR Ass'n plans to file legislation in the upcoming session. That's right, Texas...home of rabid independence.

D. A common definition is missing. But the "description" promulgated under Joe Awad's initiative in '82 has been widely accepted, including official endorsement by several societies. It is sufficient.

There may be no pr song, handshake or ring (thank heaven!)...but rituals do bind us together, far more than we may be aware.

4. Stories, instructive ones, funny ones, inspiring ones abound. Who doesn't know what Sonnenberg told Ford about the Edsel -- for a \$50,000 fee? Or how Bernays saved Schrafft's from serious loss of business when rumors of sanitation violations were spread? Such incidents are convincing -- and show that public relations has a long & honorable history of developing its techniques.

5. Training (professional development in the pr argot) is a growth industry, as it must be in a field growing & changing so fast.

PRACTITIONERS ARE READY

Nearly half of current practitioners are ready to go beyond voluntary accreditation to demonstrate the professionalism of public relations. 42% of respondents to prr's 22nd Annual Survey prefer mandatory accreditation, periodic recertification or licensing. With 37% opting for voluntary accreditation, this reduces the number who feel no credentialing is necessary to 22%.

MANY NEW ROLE MODELS BUT SAME OLD NAMES STILL AT TOP; ROOM FOR YOUNGER ONES, WOMEN, NEW SPECIALTIES

pr's 3rd sociometric poll finds the 6 "most respected" practitioners were all within the top 8 in both its previous studies ('78 & '82). But it is clear no one or a few role models dominate; there's ample room for many more. Only 3 women are within top 30, only 9 on leadership list. And a number of new names (not mentioned in either previous poll) are rising, including 3 in the top 14 places:

- ¶Regis McKenna, hi-tech guru
¶Bob Dilenschneider, H&K head
¶Jim Tolley, Chrysler wizard

Also coming on in esteem of their colleagues are these new names:

- ¶Counselor & lecturer Larry Newman
¶Researcher & theorist Jim Grunig
¶Johnson & Johnson hero Larry Foster
¶AT&T pr chief Ed Block
¶Educator Douglas Ann Newsom
¶Publicist Steve Boone
¶Counselor Paul Alvarez
¶Higher education leader Fred Volkmann
¶Canadian counselor Luc Beauregard
¶Publicist Dick Weiner

Long-respected leaders still near the top are:

- ¶Ann Barkelew, education & corporate
¶Washington point man Bob Gray
¶Bill Banach, education & research
¶Roger D'Aprix, internal relations
¶Issues pioneer Howard Chase
¶Don Bagin, education, teacher, newsletter publisher (Communication Briefings)
¶Investor relations guru Dick Cheney
¶Newsletter pioneer Denny Griswold

Highly Respected By Industry Or Specialty

- ¶Banking: Fraser Seitel, Grant Horne
¶Corporate: John Budd, Joe Nolan, Jack Felton, Jack McNulty, Lynn Cunningham
¶Counselors: John Francis, Dick Truitt, Davis Young, Joe Epley,

"Expert & respected professionals" from 216 nominations by 585 respondents in 3 categories (entire field, within industry, within specialty):

Name	Mentions	Rank '82	Rank '78
Edward Bernays	122	1	2
Pat Jackson ¹	64	3	8 tie
Harold Burson	47	6	4 tie
Philip Lesly	38	2	3
Chet Berger	37	5	4 tie
Herb Schmertz	32	-	8 tie
Scott Cutlip	21	NA*	1
Ron Rhody	18	7 tie	-
Tony Franco ²	18	-	-
Regis McKenna	16	-	-
Bob Dilenschneider	14	-	-
Jim Tolley	13	-	-
Allen Center	10	NA*	4 tie
John Wherry	9	-	List

¹Because he edits the newsletter conducting the study, name association could have suggested him to respondents; therefore this listing is parenthetical.

²Study was conducted before his SEC case became public.

*'82 study covered only active practitioners, excluding educators.

Bill Ruder, Dan Edelman, Barbara Hunter, Jim Fox, Leone Baxter, Jim Dowling, Elias Buchwald, Kal Druck, David Finn, Brian Kilgore, Peter Hollister, Ruth Hammond

¶Educators: Glen Broom, Ray Simon, Otto Lerbinger, Dennis Wilcox