

7 TIPS FOR BUILDING
COHESIVE TEAMS

Everyone wins when members work together. To make that happen, Marcia Manter, vp, Lawrence-Leiter & Co (Kansas City, Mo.), suggested 7 tips in Ass'n Trends. She recommends them for turning a new board into an effective team. But they're applicable to all groups -- employees in a dep't, committees, volunteer & grassroots groups, even whole org'ns.

1. The Vision. It must be clear to everyone. For boards, it should be integrated into the call for nominations, becoming the first message a new board member hears about the org'n.
2. Strategic Direction. Serves as a strong foundation for board work. Every member needs to read & discuss present strategic directions & learn the reasoning that went into them. New members will want an opportunity to discuss their agenda in light of the strategic plan.
3. Operational Policies. Members feel secure when they know which methods are acceptable & which aren't. Policies & procedures help them more readily introduce new agenda items, understand how problemsolving & decisionmaking are conducted and understand the roles of various committees & task forces.
4. Roles Of The Group. Members want to be clear about what is expected of them as well as what roles others outside their immediate group play with them.
5. Contributions Of Members. Each member brings to the group natural talents, special knowledge & skills, professional & personal experiences, leadership styles. These contributions influence effectiveness, especially when they are identified & communicated to the group overall. During problemsolving & decisionmaking times, these individual contributions will come into play. It is more efficient for everyone to understand the motivation & styles of one another during difficult decisionmaking times.
6. Leadership Style. It's helpful to identify the leadership styles of the officers & exec staff. Many leadership instruments are available to complete this process. It may point out a predominance of one "personality" type on the board, which may lead to lopsided decisionmaking & planning. Most frequently, assessment helps everyone recognize the natural, built-in conflicts among the different styles.
7. Team Work. Establish guidelines for working together effectively: How much time do members have to present an idea to the group? How & when should concerns & questions be posed? It's important for new members to examine potential barriers to the group's success, e.g., not preparing for groups meetings. Consequences should be discussed during orientation.

ITEM OF INTEREST TO PRACTITIONERS

18-pg news release asks editors for "willing suspension of disbelief" -- effectively. "I apologize for the length of this release! It's as long as it is because there are a lot of important no-growth-issue facts that have not been voiced. Thank you for considering my 'untold story'!" Bob Clay, Clay Communications (Lake Forest, Calif) writes on an attached memo.

WHO'S WHO IN PUBLIC RELATIONS

AWARDS. Texas Public Relations Ass'n names Ralph Frede (vp-pa, Baylor College of Medicine, Houston) Outstanding Texas

Public Relations Practitioner; presents Golden Spur to Beal Box (retired from LTV Corp, Arlington).

pr reporter

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DUNFEY'S "NEW ENGLAND CIRCLE" GATHERINGS OFFER EXAMPLE OF
HOW TO REACH OPINION LEADERS, PROVIDE NETWORKING OPPORTUNITIES,
ESTABLISH A FORUM FOR DISCUSSION OF ISSUES, MOTIVATE ACTION

Several times a year, hotelier Jerry Dunfeys and his brothers host an opportunity for New England area movers & shakers to join in an off-the-record discussion of hot political & social topics. The evening features a gourmet meal, presentation by a prominent speaker & most importantly, networking & discussion.

Concept A Resurrection
Of 19th Century Tradition

Held at Boston's historic Parker House, Circle gatherings were inspired by a group which met there regularly 125 years ago with a similar purpose. It included such writers & thinkers as Longfellow, Emerson, Holmes & Whittier, whose "Saturday Club" discussions focused on literary, intellectual & political topics of their time.

Concerned about political & social turmoil of the 60s, the Dunfeys resurrected the idea in '74 as a private project in order to share progressive ideas and stimulate thought & contacts. Tho the Circle happens to be organized as a non-profit entity deliberately separate from business activities, it's an interesting concept for any organization seeking ways to network with opinion & power leaders, demonstrate leadership & build community or political relations.

Elements That Make
The Technique Work

1. Stimulating Speakers & Topics. Roster of speakers has included national & international leaders in numerous fields. E.g., former President Carter (Habitat for Humanity); South African Bishop Tutu (Apartheid); Gloria Steinem (Feminism Today); economist John Kenneth Galbraith (US & The Economy); Coretta Scott King (Human Rights & Full Employment); Ralph Nader (Consumer Movement & Political Process); urban developer James Rouse (Neighborhood Revitalization).

2. Cross Section Of Region. Diversity is the key, with guests representing various age groups, religious or ethnic backgrounds, ideologies & occupations. Recent guest lists include businessmen, professional women, students, teachers, authors, senators, mayors, journalists, social services workers, a poet. Many invitees are unknown to the Dunfeys, who select them from newspaper clippings or because their background or point of view would add to the topic of the evening.

3. Comfortable, Intimate Environment. Groups are small, averaging 50-75. After-dinner presentation takes place in a warmly decorated room with comfortable upholstered chairs. Scenario resembles a private dinner party, rather than a discussion hall, where guests have ample opportunity to meet & mingle, thus encouraging interchange of ideas.

4. Member Newsletter. There are no dues or charges, but each of the more than 2,000 individuals invited to the 53 Circles held over 15 years is considered a



EDITOR, PATRICK JACKSON • PUBLISHER, OTTO LERBINGER • ASSOCIATE EDITOR, JUNE D. BARBER
READER SERVICE MANAGER, LAURIE ELDRIDGE • MARKETING DIRECTOR, ROBIN PETERS
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member. They are kept apprised of speakers, topics & opportunities for action thru a quarterly bulletin. (Attempt is also made to invite each member to at least one of several Circles held annually.)

Benefits Value to a sponsoring org'n is obvious. But there are others as well. Circle has spawned at least one spin-off. One group of attendees liked the idea so much they initiated their own local "circle" in Maine.

1. For guests the real pay-off is the lively discussion, new friendships, seeing synergistic relationships develop. E.g., after the most recent topic of peace organization Children of War, Dunfey reports an AFL-CIO leader eager to get union members involved; ghostwriter Bill Novak interested in doing a book on the topic; and numerous other individuals looking for ways to involve their organizations in the effort.

"That's where I get my kicks; that's how I know it's been successful, when I see people taking positive action," Dunfey told prr. With that as a yardstick he adds, "After every Circle -- almost without exception -- we've come away saying, 'this is the best one yet!'"

2. For the speakers & their ideas. Says Circle discussion leader Hodding Carter: "The level of questions is about ten times higher than the average group. It's this kind of networking that makes things happen."

IS PRODUCT TAMPERING ON YOUR CRISIS LIST?

"Experts say a major cause of tampering & hoaxes is immediate notoriety thru modern telecommunications & news gathering technologies. Many hoaxers have manipulated these technologies so as to make the 'establishment' -- businesses, news media & law enforcement -- jump," writes Foundation for American Communications in its backgrounder for journalists, executives & law enforcement ofcra: "Product Tampering and the Threat to Tamper." Goal is to develop positive steps media & org'ns can take to deal with the coverage problem.

Tampering is a major social problem of the 80s, and a costly one. In '86 alone, more than \$1 billion worth of goods were destroyed because of tampering emergencies. A hoax or scare contained within a comty can cost about \$100,000; nationwide recall can cost upwards of \$80 million, says Luther McKinney, sr vp, Quaker Oats, & chrm, Nat'l Food Processors Assn's crisis mgmt cmte. The public has indicated thru polls it is willing to spend more for its food & drugs if it can feel they are safer.

Recent Roper poll shows 9 of 10 Americans have heard about one of the major tampering incidents last year. This is an extraordinarily high degree of awareness.

'86 ABC News poll reveals 4 of 10 are afraid they or their families might be hurt by consuming a tampered product. The reality of this happening is so remote it's not even a measurable risk, says Dr. Sorell Schwartz, pharmacology prof, Georgetown U Medical School. "It has triggered that latent, barely acknowledged sense in all of us of how close & invisible -- never mind the odds -- mortal danger can be. Some have called product tampering 'marketplace terrorism,' a new, distinctly late 20th-century terrorism that depends for its existence on modern techniques of mass production & distribution, along with modern communications technologies," says FAC.

Along with background info, booklet includes, a) psychological assessment of why tampering occurs, b) chart showing numbers of tampering complaints & confirmed

tamperings from '83 thru '87, c) how media should approach coverage to avoid "copycatting," d) sources for info. (Copy from FAC, 3800 Barham Blvd, Los Angeles 90068; 213/851-7372)

IN SOLVING BUSINESS & MANAGEMENT PROBLEMS, ARE YOU A CARP, SHARK OR DOLPHIN THINKER?

There's a new lingo for talking about business thinking, org'ns & the behavior of people leading them:

A. Carps don't think they can ever win, so they spend most of their time defending the status quo, minimizing the chances that they will lose.

B. Sharks think they must win at all costs, so they work hard to increase the chances that anyone will lose but them.

C. Dolphins are skilled at creating opportunities to win that never existed before, thus fewer & fewer people lose.

D. Pseudo-enlightened carps (PECs) only think they are acting like dolphins. They came of age during the 60s, took beatings from sharks in their org'ns. They talk a lot about "win/win" strategies, but don't realize this is just the beginning of dolphin thinking. Because they aren't careful who they play with, PECs continue to get eaten by sharks.

These images are illustrated in Strategy of the Dolphin by Dudley Lynch (an international authority on brain studies & business) & Paul Kordis (training official for Hewlett-Packard). They describe a new kind of business player capable of operating powerfully in a marketplace where the great waves of change are occurring closer & closer together. People who have mastered dolphin thinking will be the business players "who call the shots & take the marbles in a rapid-change business world." Dolphin strategy includes:

1. Monitoring change as a "wave" & leveraging where they are at any given time on that wave -- riding it effectively or bailing out & creating a new wave to ride.

2. Reversing many traditional thinking processes used in business, e.g., letting go almost immediately of no-longer-appropriate beliefs & behaviors, then using the experiences that follow to "rewire" their brain for the future.

3. Aligning with info from both past & future and avoiding confusion by being steely-clear on their purpose & game-vision.

Lynch & Kordis believe their "dolphin" processing mode is a response by some brains that have managed not to be overwhelmed by the information age but have used the stress of its rapid-fire developments to change the way they handle information internally. Mental & emotional flexibility is the key. (\$29.95 + \$3 handling from Brain Technologies, 2290 E. Prospect Rd, Ste.2, Fort Collins, Colo. 80525)

4. Retaliating instantly, if appropriate, as a way of encouraging cooperation from non-cooperative players, yet avoiding entanglement in high-voltage emotions that trigger lingering desires for revenge.

5. Telling the truth with power -- this means getting out of the pool if there is no way to win.

6. Quick-screening the biz environment to allow concentration on the 20% that really matters.

7. Mastering new approaches in both human & solid-state info processing technology.