

2. Authority is nebulous. "Americans think in terms of 'Who's the Boss?' In China, the highest ranking person is not always in charge. Seniority and personal connections carry more weight than titles."
4. Indecision is common because all things are conditional. "Decisions are often made with the word 'temporary' attached to them because the state of all things is unpredictable. During negotiations, expect that the Chinese may request changes long after the contract is signed and work has begun."

Other Tactics ¶Friendship: used "primarily in situations where a real feeling of friendship is not present." That is, the Chinese talk extensively of friendship when they're negotiating with foreigners, but not among themselves. "The Chinese view the marketplace as a battlefield. The word friendship is used to create trust where often none is warranted."

¶Culture: "Asians hide behind culture when things become uncomfortable, when they wish to manipulate negotiations or disguise the use of intricate strategies, making the foreigner believe culture is to blame for negotiating problems.... The Japanese are masters of this. They are willing to drop cultural differences when selling goods in the US, but when it comes to selling in Japan, they add as many cultural barriers as possible, at times making them incomprehensible to foreign traders. It is important for the American to understand which situations are the result of true cultural differences and which are just manipulation strategies."

Final chapter describes: 1) ways for a Westerner to recognize secret strategic maneuvers; 2) methods to alter his or her conceptual framework; 3) how to intelligently respond to Far Eastern business tactics. (\$19.95 + \$3.00 shipping cost to AMC Publishing, P.O. Box 1420, Beaverton, Oregon 97075; 503/644-2438)

#### ITEMS OF INTEREST FOR PRACTITIONERS

¶The Sound Of Music Rings Thruout Mercy Hospital whenever a baby is born. About a month ago, the Family Life Center at the Urbana, Ill. facility installed a system that plays Brahm's Lullaby upon each birth -- a delivery room nurse need only press a button to activate the 3-5 minute tape, which can be heard on every floor. "We've received a lot of positive feedback from both patients & employees," Jeanine Wilkinson, mktg dep't, told prr. "Before, all you ever heard over the intercom were urgent messages like 'Code Blue.' It's nice to hear something cheerful for a change."

¶Earthquake Preparedness Number Inaccurate -- that is, you can reach the Governor's Office Of Emergency Services via the number we listed (pr 4/24) but this is a roundabout route. Dave Mullins contacted us to say a number of readers have called in to inquire about the campaign, but he is afraid some calls may be getting lost and would prefer people call his office directly: (916)427-6659.

THE ERA OF MAJOR...DIVISIVE...HIGHLY EMOTIONAL ISSUES MOVES  
RIGHT INTO EVERYONE'S WORKPLACE AS EMPLOYERS REFUSE TO HIRE SMOKERS;  
BOTH SIDES USE SAME APPEAL -- FAIRNESS -- #1 CONCERN OF AMERICANS

Where there's smoking, there's fire. Smokers' rights groups & tobacco manufacturers cry discrimination. Anti-smoking activists say one person's rights traditionally "end at the tip of another person's nose" -- & there's no way to keep from breathing smoke. Now employers are saying personal choice is no longer a consideration, not when the Surgeon General says secondary smoke is as bad if not worse than inhaling directly thru a filter.

An increasing number of workplaces are going beyond establishing restrictions on smokers -- they're no longer hiring them! The rationale: People smoke either for pleasure or out of habit. Employers have no obligation to provide access to other non-work related habits or pleasures, so why smoking? Why should companies play host to bad habits, especially when this one brings dirt, danger & health risks?

What Will This Do According to  
To Spirit & Teamwork? Wall Street  
Journal, 6% of

293 companies surveyed say they won't hire a smoker -- up from 1% two years ago. Litho Industries (Raleigh) won't. Stanley Morse, vp mfg, defends his company's position to prr.

"First of all, we're not intolerant of smokers. The ones we do have are allowed to smoke in the lunchroom. We just don't hire smokers anymore, as of January. We ask applicants 3 preliminary questions: a) are you a high school graduate; b) are you over 18; c) do you smoke. The first 2 must be answered in the affirmative, the last in the negative, before they'll be hired here."

3 Reasons Himself a former smoker, Morse tells why his company decided to include the smoking issue in its screening procedure:

1. Safety. "We deal with chemicals & paper, so it's important that no one smoke."

It would be interesting to know where pro-smoking advocates stand on the other major proposed prohibition: abortion. Vice versa, where are the pro-choicers on smokers' rights? Same arguments are used on both topics...but are the issues in fact similar?

Toss in pro- & anti-gun advocates, would-be tv censors, sex education & textbook critics et al -- and it begins to look like long term job security for pr pros.

Conservative columnist James J. Kilpatrick notes the irony of the right wing -- whose basic belief is keeping gov't out of people's lives -- pushing for gov't ban on abortion.

2. Expense. \* Life Insurance -- "Rates are higher for smokers."

\* Health Insurance -- "We've had people leave to have lung cancer operations. Not only does it cost us personal anguish, but it costs us money. As a group, we pay for each other's medical bills."

\* Time Lost -- "Since relegating smokers to the kitchen, it has become apparent how much time is wasted away from the job & in the lunchroom with a cigarette."

"In the future, we plan to treat the smoker as we would anyone with a serious problem, e.g. an alcoholic -- establish a treatment program for them. We may move the smoking area outside, so that if they want a cigarette, they'd have to punch out first. Or we may prohibit it altogether & just give a 90-day notice that there will no longer be smoking allowed on the premises."

Morse: "Many businesses won't hire smokers, but the companies won't admit it. If someone is applying for an accounting position, s/he may not be hired because the accounting office is crowded & poorly ventilated, or maybe there is a former smoker in that department. If interviewing for a computer job, a smoker may be disqualified because computer rooms must be kept clean. I think this practice is much more discriminatory than ours. Here the same rules that apply to our new account manager apply to our sales manager & our janitor. And we're upfront about it."

American Smokers' Alliance Says It's More About Skapegoatism Than About Health

hire smokers, employers are cutting out 30% of the workforce -- that's a lot of talent. And this segment of the population won't reshape their lives. It will only make them angry & resentful. They use insurance as a factor. If insurance is a concern, why hire women? They are a higher health risk." Brenton says restrictions for the sake of material or personnel health is understandable. "But when a company plays picky-choosey games about new hires, it's going too far. Americans don't like this sort of nonsense. We've been thru it before, with blacks & women, and now it's smokers."

"Economic pressure will drive this trend to a dead end," chrm Dave Brenton told prr. "By refusing to

Some Fear Offending Big & Powerful Tobacco Industry

Two of those interviewed by prr -- both asked to remain anonymous -- say they hesitate to ban smoking because they feel bullied by the tobacco industry. One cited Federal Express which, when it banned smoking among its employees, lost the business of a major tobacco company. "I don't like it at all. I don't think any industry should be telling people what policies they can and can't establish."

FIRST AMENDMENT RIGHTS BEING DRAGGED INTO SMOKING ISSUE; COULD IMPACT PR PRACTICE

(D-Okla). It calls for "tombstoning": depopulating, de-colorizing cigarette ads & packages.

Anti-smoking advocates want to de-glamorize cigarette ads, since they can't get Congress to ban them altogether. New bill, Children's Health Protection Act, is spearheaded by Rep Mike Synar

Dave Brenton of Smokers' Alliance: "This new pseudo-puritanism is very upper middle class, very hypocritical. Look at Koop. He's a reformed pipe smoker, he

drinks about 4 mixed drinks a day, says 'My genes will protect me.' Yet he sets himself apart from us peons, as if to say 'do as I say, not as I do.' Now we have a Congress that wants to meddle with the First Amendment -- what other 'vice' are we going to be protected from at the expense of the Constitution?

"These fools don't realize that if they pull tobacco ads, which is their ultimate goal, it will save the tobacco industry 2 1/2 billion dollars. That will drive the prices down. Look at the Soviet Union -- they don't have any print cigarette ads over there, yet plenty of people continue to smoke, and to start smoking."

Scenario: 1) Anti-smoking forces haven't been able to get tobacco products declared illegal. 2) So they tried to ban advertising of them. 3) failing that, they're now pushing to control ad content. Clearly this has significant First Amendment ramifications. With beer ads similarly under attack, commercial free speech is itself becoming a major issue.

ASIAN AUTHOR AIDS WESTERNERS BY OUTLINING STRATEGIES OF ORIENTAL BUSINESSPEOPLE

Chu would not be surprised. Her book, The Chinese Mind Game, begins with true story of a French businessman, who, after months of stress-filled sessions with the Chinese, finally thinks he has the deal locked -- only to have it unravel for the 3rd time. Andre Pierre was arrested in Tienanmen Square, Beijing, for screaming wildly, making obscene gestures at passers-by.

Negotiations in the Pacific Rim have you ready to commit hari-kari? International marketer Chyin-Ning

"In the East, negotiation is an ancient game with an elaborate set of rules and formalized strategies dating back 2,000 years. Not only is the Westerner largely ignorant of the rules, s/he is often not even aware there is a game going on."

Chu details ancient philosophies & war strategies upon which Asian negotiating skills are built. Many are insightful, universally applicable. One guide is Sun Tzu's Art Of War, 4th Century BC -- an excerpt:

Chu scopes several themes -- history, sense of family, patriotism, philosophy -- which contribute to the Far Eastern mindset. (She focuses mainly on China, but Chinese or their philosophies are often dominant elsewhere.) A few of several idiosyncrasies:

Top Horse, Middle Horse, Weak Horse: "General Tian was unsure that he would win a race because his 3 horses were comparable in strength of his opponent's trio of horses. Sage & monk Sun Bin told Tian to race his worst horse against his opponent's middle horse, put his middle horse up against his opponent's worst horse, and race his best horse against his opponent's middle horse. Tian followed the advice and realized 1 loss & 2 wins. He was declared winner of the match."

1. Superstition abounds. "When faced with an important occasion -- marrying, funerals, breaking ground for a new house, opening a business or making a political move -- Chinese seek auspicious signs." Remember, yellow & white are offensive because they are funeral colors. Red is for happiness. A green hat is indicative of a cuckold. Some believe the dead roam the earth thruout July, so they hesitate to make decisions during that month.