

sion, joint attendance at meetings, etc. This means charging for both persons. Concludes the author: reason for using associates is that it's more profitable for the firm. But it's detrimental to the client, in both cost & work quality.

- 2. Expecting counselors to bill so many hours work suffers. Either quality of thought is absent, or boilerplate is used. Lawyers at big firms are expected to log 1700 - 2000 billable hours/yr. That's 40 hrs/wk billed.
- 3. "Tyranny of the timesheet" vs. value to clients. "Slavish devotion" to charging by the hour causes unreasonable imbalance in value of work to clients. In pr this is already seen in increasing client demand for set-fee work -- which has its problems. Timesheet billing can reward inefficiency, but also raises ethical issues. If you've researched a subject for one client, is it ok to bill it again later for another?
- 4. Truth in billing. a) Bills come in 60 days after work is done, so it's hard to catch errors -- or remember. b) Research on a topic is charged at great expense even tho firm said it was expert on the subject. c) Retainer agreements are intentionally vague, concentrating on how much will be billed per hour per counselor. d) Overhead becomes a profit center, with markups for everything.

Legal costs have grown at 3x inflation. At large law firms, what pr firms would call account teams (one senior with one or more juniors) must bring in nearly \$1-million/yr. With such pressure to generate revenue, what happens to ethics, simple honesty, quality & value of work? (For copy of critique, call prr.)

**DOES GENDER AFFECT LEADERSHIP STYLE? STUDY SAYS NOT -- WITH ONE EXCEPTION**

Despite historical perspective that men are more task-oriented while women are interpersonal, study finds

gender has little influence on leadership style. "If you randomly select people off the street & survey them for managerial behavior, you might find a significant difference..." researcher Alice Eagly (Purdue U) told prr "... because in such experimental settings, people tend to rely on gender stereotypes." On a professional level, the gap closes. Men & women are appointed to managerial positions because they meet a set of standards established by the organization -- criteria that includes both task-oriented & interpersonal skills.

One exception to the pattern -- running consistently thru all control groups -- is that women are more democratic. "They tend to listen more to others & consider their input before making a decision." Men, however, tend to be autocratic & directive.

Eagly suggests female bosses sense attitudinal biases against them, therefore soft pedal their behavior. "Another reason could be that women have superior social skills" -- they are brought up to be more considerate of others' feelings.

Study notes many org'ns have come under fire for rigid hierarchical bureaucracies. Could it be that women are better prepared for trend toward more democratic governance? Eagly says research only reflects tendencies, declines to assess which style is superior. (Copy of study from prr.)

**CASE STUDY ON PERSONALIZED SUPERTARGETING:  
SCHOOL DISTRICT WINS BALLOT MEASURE BY USING IT,  
BACKED BY RESEARCH, TO OVERCOME 77% NEGATIVE READINESS**

If Eugene (Ore.) School District didn't receive an increase in its tax base, it would've been forced to cut its budget by \$4 million. "That meant 127 staff members to start," community rels dir Gay Campbell told prr. "And we had just cut \$5 million in the past couple of years." Getting support at the polls wouldn't be easy -- it translated into a property tax hike of 13%. "A survey indicated 77% of residents felt it wouldn't pass."

Campbell strategized: 1) districtwide appeals would not be effective, since voters relate to specific schools (in their neighborhood or ones their kids attend); 2) mass communication could not overcome strong negative bias.

**Research To Form Tactics** Found emphasis should be on converting "maybe" voters (33%) into "yes" voters. Surveys "asked them what kind of info they would like to have & how they would like to receive it. Our research showed which messages would bring them to the 'yes' camp." Tactical plan was to a) target groups based on individual schools, b) make appeals as personal as possible. Operationally, this meant running as many separate campaigns as there are schools in the district.

**Complicating Factors** 1) State legislature placed a measure on all ballots regarding school tax base. "We had to communicate that it would not change funding for our district in any significant way." 2) 70% of households have no children in school, thus may have no direct interest unless adults are linked to schools somehow (using facilities, volunteering, taking adult ed courses).

**Implementation** Registering Yes Voters: Computer analysis showed 1 in 5 students lived in households where there were no registered voters. Also, 389 staff members were not registered. So massive

Public schools have become a bellwether for public relations trends. Practitioners there must not only deal with a number of highly charged issues, they often must do so concurrently. A typical school year brings a teachers' strike, or threat of one; activists angrily denouncing textbooks & curriculum; parents concerned about teachers & administrators; biz leaders claiming education isn't working; attempts to solve local problems by state & federal legislation, resulting in yet more bureaucracy; bond issues & other ballot measures et al. As a result, school pr techniques -- & practitioners -- have become very sophisticated.



registration drive targeted these likely yesses.

¶Organizing Volunteers: Luncheons & meetings for parent group heads, volunteer chairpersons from each school, began in Dec, 6 mos before election.

¶Personalized Mailings: Campbell analyzed attitudes, voting history surrounding each school. Appeals were formed accordingly. Over 15,000 letters (24 different types) -- signed personally by local school principal &/or influential neighborhood person -- were produced on letter-quality printers. Each featured proper inside address, first-name greeting. Envelopes were individually typed & stamped (rather than metered). Also, personalized letters went to community school users, staff at local university, chamber members, other selected groups likely to be persuadable.

¶Specialized Material: All were tailored to each school region. Brochures, individualized fact sheets (content emphasized the fate of the specific school should ballot not pass), kits for absentee-ballot voters, info packets for speakers, media kits. Articles developed for the newsletters of 15 neighborhood ass'ns.

¶Paycheck Stuffers reminding people to vote.

¶Phone Campaign, 2 nights before election, to all who had received mailings.

¶Poll Watch: to make sure voters who had received letters turned out. If hadn't voted by 4 pm, they got a call asking them to be sure to vote. (Turnout moved from 16% at 3 o'clock to 31% when polls closed.)

Umbrella Message Campaign was aided by advocacy from independent Yes For Schools Committee whose theme acknowledged voters' objections to high tax but emphasized that kids still need good schools. Used child's crude printing urging "Don't Take It Out On Us!" Cmte also used 1) targeted radio & newspaper ads; 2) lawn signs displayed only where there were a large number of "yes" & "maybe" voters.

Results: Ballot measure passed. Campbell's committee evaluated campaign via precinct by precinct analyses of: 1) election results; 2) effects of canvass, mailing, calling; 2) comparison of results with those of past election; 3) effectiveness of various parts of the campaign. "We showed people that we cared, and we won! It didn't cost us a lot of money, but it did take time & effort. It was well worth it."

HANDBOOK ON HOW TO ADDRESS ASIAN AMERICANS REVEALS NEW SENSITIVITIES IN MANY PUBLICS, HOW TERMS ARE CHANGING OR IN FLUX The Asian American (no hyphen) stereotype seems positive. It portrays them as "model minorities" -- industrious & polite achievers. But this generalization:

1. Overlooks their community problems -- drugs, gang wars, alcoholism;
2. Pits them against other minorities, who feel an uncomfortable comparison;
3. Alienates other Americans who feel they are "taking over";
4. Hinders them from procuring social services.

Pitfalls To Avoid a) Inflammatory combat terms, e.g. "Tokyo's fashion invasion."

b) Racial slurs, including "Jap" & "Chink." Also, like "Negro," "Oriental" is no longer preferred terminology.

c) Loaded words, e.g. "industrious," "clever," "exotic," "docile," "submissive," "shy," "passive," "obedient," "mystical."

d) Images of karate-chopping or bowing men, subservient or exotic women.

Tho it addresses those who cover or portray Asian Americans (ads are a haven for stereotypes), handbook is helpful for any org'n with this constituency. Contains demographic tables & glossary, lists resources. (\$5.00 from NCCJ, 635 S. Harvard Blvd, Suite 216, LA 90005; 213/385-0491.)

Other Groups Also Want New Terminologies African American is replacing black, pushed by Jesse Jackson & others. This would get rid of the capitalization problem -- Black vs black -- but leaves the white majority the only group without a capital. Columnist Wm. Raspberry says he'd be satisfied with a style change that capitalized both Black & White for consistency. But Jackson feels African American "is a way of affirming a heritage that predates our arrival here as slaves," thereby "ameliorating our cultural identity crisis." (Call prr for copy of column.)

Oxfam America is concerned that terms used for impoverished nations may harm their citizens' morale -- especially children. "Third World," "developing nations," "the North & the South" (inaccurate anyway) give offense, so find "empowering terms," urges Deborah Younger. (Copy from prr.)

Raspberry also reminds us of the shift over time from "crippled" to "handicapped" to "disabled" & in some cases to "special." Does any of this help practitioners address women (Ms?) or those along in years (senior citizens) -- many of whose number object to those terms?

WILL QUESTIONS ABOUT LAWYERS' BILLING PRACTICES INFECT PR? Every counselor (& client) should read WashPost's recent critique of lawyers' charges -- not just the amounts but the ethically questionable methods used. As professionals of all types become increasingly important factors in modern society, it is probably inevitable that costs for their services rise. Would pr firms be subject to:

1. Assuring clients associates will do much of the work to keep costs down. In fact, associates may be "long on intelligence but short on experience" so take more time to do the work -- thus eating up the savings. And of course there must be conferences between partner & associate, supervi-

"They are seen not as individuals who have worked hard or brilliantly (or have needs) but as members of a high-achieving group whose success is predictable." Handbook, an effort of Asian Pacific Media Image Task Force, Nat'l Conference of Christians & Jews, encourages communicators to: a) maintain open-mindedness; b) overcome language barriers; c) develop contacts; d) learn history, culture, issues. "Consider their perspectives...do not assume that 'American' means white, that 'Asian' means foreigner."