

2. 68% of the women are married, contrasting with other studies indicating top female execs sacrifice personal lives for professional success.
3. Women are enthusiastic about work and think it's "fun." Men describe work as "work."

"The important thing to realize in all this is that women are a resource. While people like Tom Peters are making money teaching people how to develop a cooperative management style, women already have one naturally." Are practitioners recognizing this by making them -- & their managerial style -- role models?

ITEMS OF INTEREST TO PRACTITIONERS

¶ **Practitioner Heralds Era Of Partnership Problem-Solving.** In an uncertain economy, partnership will replace power as the "p" word for success, predicts counselor Richard Lewis (LA). "We define it as strategic, comprehensive, tightly coordinated programs sponsored by companies with common goals." He cites modern stress factors driving trend: 1) childcare crisis; 2) domestic vs. workplace obligations; 3) shrinking leisure & personal time; 4) mounting crime; 5) soaring healthcare costs; 6) business' new obligation to educate unskilled workers on-site. "Very few organizations can begin to address these workplace problems alone. But thru partnership & cooperation, solutions become possible financially & logistically."

¶ **What Was Media's Role In Creating A Litmus Test Around MLK Day?** Arizona Republic columnist E.J. Montini found himself -- probably as many practitioners have -- wondering about the depth & intelligence of his reportorial colleagues. He got calls from all over, he noted, asking "How could such a thing happen out there." His reply: That is the wrong question. The right one is whether there's anything happening in your own city like this? Could exactly this happen there, if your state put it to a vote? Then the clincher: "They are desperate. They can't think of a thing to write about in their own hometowns, so they're calling someone they don't know who lives in a place they have never seen to discuss a subject about which they know exactly...Zero."

¶ **Emphasize Your Differences When Your Industry Is Beleaguered.** That's the strategy of Brooks Brothers. A letter to customers notes the bankruptcies, constant sales & markdowns and other problems of retailers -- "verging on a state of chaos." But BB is still sound, it says, with proof being several new store openings, etc. To nail the point down, 1) "despite competitive pressures" only the traditional June & December sales will be held by the company, no new ones; 2) the full satisfaction return policy -- "any item at any time if you are not completely satisfied" -- continues. After 172 years, "We have no intention of lowering the standards of our merchandise or service." 1-pager on monarch-size buff letterhead is classy, easy-to-read, signed by CEO.

CHEMICAL PLANTS ARE TURNING TO SPECIALIZED PHONE LINES TO ANSWER PUBLIC'S NEED FOR INFORMATION; IDEA IS WORKABLE FOR OTHER INDUSTRIES AS WELL AS NON-INDUSTRIAL SECTOR

Stepped up awareness about toxic leaks & noxious emissions, SARA III and well-publicized disasters have brought the chemical industry under scrutiny and eroded public trust. "The chemical industry is one of the safest," complains one practitioner, "but it receives the worst press when anything goes wrong." But Dow Chemical and Kerr-McGee are achieving partnership with their constituencies via the telephone.

DOW'S "CAER" LINE CALMS COMMUNITY, DE-MYSTIFIES AREA PLANTS When people in the Houston Ship Channel area want info about local plants, all they need to do is dial C-A-E-R (Community Awareness Emergency Response). Line is a multifaceted, computer-driven phone system that delivers recorded information 24 hours daily. Benefits:

Mayor Jimmy Burke (Deer Park, Tex): "I would have pretty high praise for somebody willing to finance & coordinate something like this. It's the first joint effort between the community & industry to communicate what's going on during an incident."

1. **If an incident occurs** at Dow or any area plant, callers get firsthand news ASAP without jamming lines.
2. **Calms fears.** "One of the biggest problems we have is that people see flares going off near our plant, and they think an emergency is underway," Jim Hinton, mgr cmtty rels, security & emergency response at Dow's La Porte plant told prr. "So CAER takes care of those calls."
3. "But it's more than a source of emergency information. **By leaving recorded messages of their own, callers can complain or ask for info.**"

A UNIQUE FEATURE: PARTNERSHIP WITH OTHER PLANTS

Dow has made the service available to 140 other companies. Each company is given an ID number for verification which they use before putting a message on their line. "We didn't have trouble rallying support because they saw the benefit of such a service." One crisis involved a fire at Shell which injured 2 employees. Shell updated its message 5 times during the day as new info became available. After incident, CAER had received 700 calls. Complaint & inquiry line is also available. "If a caller complains about another company (e.g. gas odors from a given plant), message is delivered & the company returns the citizen's call." Service is extended to city & emergency response agencies.

**"LISTEN AND LEARN" LINE
GAINING COMMUNITY SUPPORT**

A similar program has been implemented in Hamilton, Miss. where Kerr-McGee Chemical sponsors "Listen & Learn," a menu of recorded messages which include some on plant operating status and other general plant information. "In its first 2 weeks of operation, L&L received 2000 calls," cmtly rels coord Scott Landgraf told prr. "Messages about the plant were in the top 10 that callers requested."

But KM goes a step further with news re lifestyle, education, workplace, etc. "We were reviewing our contribution budget and wondering if we were doing things that were essential to the community. We hired a pr counselor who interviewed opinion leaders and found out what the needs are in the area." People want info on drugs & alcohol, date rape, child abuse, etc. and also on issues like resume preparation, drop-out prevention, & healthy skin. KM called community leaders together & developed a menu of 190 issues from Anorexia to LSD. Some messages are generic, but those are being replaced one by one as localized messages are developed. Recordings give info plus referral numbers for further help.

Telephones are major 2-way communication tools. Anyone can make valuable use of them. Hospitals pioneered with "Healthlines" or similar. This Thanksgiving, good ol' Butterball Turkey Hotline was joined by one urging us to avoid turkey & go vegetarian, operated by PETA (People for the Ethical Treatment of Animals). Yet most organizations still have not caught on (see prr 9/25/89).

**PUBLIC RELATIONS
RESULTS**

Both projects have garnered better relationships with plant constituencies.

- employees:** "Most of them use the hotline to find out what's going on at their company," says Hinton. KM involved employees at the program's inception. They continue to be supportive with publicity efforts, speakers bureau, etc.
- public officials:** CAER takes a load off police & fire departments, whose lines would otherwise jam when citizens had inquiries. Also, local agencies record on-line, e.g. a chlorine leak at a municipal pool, etc. Mayors of Deer Park & La Porte are frequent callers to CAER.
- media:** "We've achieved partnership with them in promoting this program," says Landgraf. "It's shortened the distance between us." Reporters are frequent callers.
- community leaders:** KM called together health officials, school principals, chamber of commerce members, ministers to select the topics for Listen & Learn. "It helped to de-mystify the plant," says Landgraf. "It made us more personable and accessible."

Management must, however, be willing to listen to what people put on the answering device. During an incident, when fear & anger run high, a "hotline" can become a "hateline," one practitioner reports.

**MORE EXAMPLES OF VERY
PERSONALIZED & TARGETED
COMMUNICATIONS APPEAR**

Every copy of Time last week had an all-type cover featuring the name of the subscriber. Read: "Hey, Joe Doaks, Don't miss our really interesting story on THE JUNK MAIL EXPLOSION!" Newsstand copies said, "Hey, you at the newsstand..." Every subscriber can now say their name was on Time's cover. It was done, said the mag's opening piece by the publisher, by a combination of "ink jet" printing with "selective binding."

A recent piece of said junk mail featured a cartoon as the attention-getter on the envelope. A group is shown in a meeting, and in the outline the chairperson is saying, "We need someone with vision, creativity, and great marketing instincts...someone like (name)." Soon (pr 10/10/88) tv spots will similarly carry the name or other data about the specific household viewing them.

How bad things are in direct mail: appeal letter from International Children's Fund opens with a handwritten note, off to the left, in red ink, saying "God bless you for opening my letter and reading it!"

Time's article claims people really love -- while saying they hate -- direct mail. 63.7 billion pieces of 3rd class were carried by USPS last year. These attracted 92 million responses -- up 60% in 6 years -- worth \$183 billion in purchases & donations. But signs of backlash are ever more evident, raising questions that go from mere irritation to invasion of privacy. (Copy of article from prr)

**RESEARCH FINDS WOMEN'S LEADERSHIP STYLE
MORE COOPERATIVE, MORE PRACTICAL IN A
GLOBALIZING ECONOMY: MAKE ROLE MODELS?**

A study of 355 women & 101 men matched for position, type and size of organization, iterates

prior studies indicating men lead in a manner involving command & control while women tend to share knowledge, power & responsibility. Research, conducted at U Calif-Irvine, predicts the latter leadership style will be required in the oncoming era.

Most current CEOs wouldn't consider the feminine model managerial, let alone qualification for a top-level job. In fact, says prof Judy Rosener, studies show there is little difference at this point between the styles of male & female CEOs in Fortune 500 companies because women made it to the top by emulating men.

"The traditional style is still in place at most Fortune 500-type companies," Rosener told prr. "But the hierarchical structure is beginning to look antique." It does not function well in an economy of multinational companies, service industries, & fast-changing technology where low-level employees will be called upon to make quick, accurate decisions.

Other findings:

- Top female execs earn about the same as men, with the mean for women being slightly more at \$140,000/yr compared to men's \$136,000;