

client were different than those indicated by their clients.

- **Customer satisfaction, anyone?** Regarding major problems faced by the client in getting the ads it wants, 2/3rds of client & firm responses show substantial differences.
- **Honest self-appraisal required.** Both agreed on the firm's strengths in 11 of 12 cases. But *disagreed* on the firm's weaknesses in 10 of 12 cases. "This is an important point. Experience shows firms are retained because of their strengths & fired because of their weaknesses."
- **In-group, out-group phenomenon again.** Where the relationship is strong, there is a feeling of partnership on both sides. But in mediocre relationships, there is a striking absence of partnership feeling by the client. (See article above for similar circumstance in subordinate-boss relationships)

(More from ANA, 155 East 44th st, NYC 10017; 212/697-5950)

ITEMS OF INTEREST TO PRACTITIONERS

¶ **Sexual Harassment Video Depicts Actual Workplace Situations** to describe what it is & what to do about it. 25-minute video focuses on a) stopping harassment before it starts by spelling out for every employee what behavior is & is not acceptable, b) clarifying the definition of sexual harassment as established by the federal gov't & the courts, & c) handling sexual harassment complaints -- from initial allegations to final corrective actions. Comes with 8-pg leader's guide that provides suggestions for followup discussion/review session. (Info from Bureau of Business Practice, 24 Rope Ferry rd, Waterford, Ct 06386; 1-800-243-0786)

¶ **Whether Hi Tech Communications Enhance or Deter Relationships** is still debatable. IABC believes computer link can turn magazine articles into 2-way dialogue between writer & reader. Has launched CW Online as a CompuServe (type GO PRSIG) version of Communications World mag. Says LA consultant Ron Kemper: "Online communication (means) where you are or when you're reading doesn't limit your ability to hold discussions, share ideas & get information." But United Church of Christ worries electronic super-highway will be "merely a high priced toll road accessible only to those with deep pockets" -- further dividing an already fractured society. Asks, are these social costs worth it? (See Moynahan comment in today's t&t)

WHO'S WHO IN PUBLIC RELATIONS

HONORS. Glen Broom (prof & chair, dep't of Journalism, San Diego State U) receives Jackson Jackson & Wagner Behavioral Science Prize which recognizes his social science research findings that pr professionals can use in their work.

Tony Franco (Detroit) receives Tree

of Life Award from Jewish National Fund for his community involvement & dedication to peace & American-Israeli friendship.

PEOPLE. Sunshine Overkamp, longtime sr exec at United Way of America, becomes vp for mbrshp, mktg & comms, The Council on Foundations (DC).

Special Issue on Effective Working Relationships: NEW STUDY OF HOW PEOPLE RELATE TO BOSSES FINDS PROBLEMS

Like it or not, "kissing up" to the boss works. Whether in your boss or subordinate role -- every manager is both, since even CEOs have boards they report to -- research identifies **guidelines for successful working relationships, & their dangers**, say Ronald Deluga (dep't of social sciences, Bryant College, Smithfield, RI) & J.T. Perry (dep't of mgmt).

Two modes of boss/subordinate relationship can be observed:

- 1) **The "In-Group,"** defined by high level performance, trust, support, interpersonal attraction, loyalty & mutual influence -- so both boss & subordinate gain valued rewards from each other & from third parties;
- 2) **The "Out-Group"** where routine performance is given by subordinates in exchange for standard organizational benefits -- & no effective relationship has been built.

Research. Deluga & Perry surveyed 152 subordinate-boss cases to test whether, beyond performance, subordinate *ingratiation* will enhance his/her relationship with the boss. Results provide objective frameworks & remind practitioners **human nature will win out every time** over such concepts as fairness, rationality, Quality, Excellence & "the way things ought to be."

THE POWER OF INGRATIATING YOURSELF

However, sometimes subordinates make it into the "in-group" not thru performance as much as ingratiation -- "a set of influence behaviors designed to improve one's interpersonal attractiveness." Ingratiation is frequently used because "alternative influence strategies such as assertiveness are risky & may undermine cooperative subordinate-supervisor relationships." The researchers identify **3 categories of ingratiation:**

- 1) **Other enhancement** or flattery, i.e. subordinates may speak highly of their supervisor in the presence of the supervisor's immediate superior.
- 2) **Opinion conformity** -- expressing values, beliefs & opinions similar to those of the supervisor on work or nonwork related issues.
- 3) **Self-presentation** involves behaving in a way or creating an image that is perceived to be appropriate by the supervisor, i.e., arriving early & staying late at work.

Rewards. Successful ingratiation is often reciprocated. The subordinate's purpose is to be liked & to form a bond with the supervisor. "The



intent is to present oneself as interpersonally attractive & eventually cash in on future needs" -- good performance appraisals, promotions, salary increases, attractive assignments. **Research shows supervisors are more prone to reward ingratiating than noningratiating subordinates.**

IT WORKS -- BUT IS IT BEST FOR THE ORGANIZATION?

Findings show that a) while performance is the key contributor to in-group inclusion, b) ingratiation, particularly **other**

enhancement (flattery) & **opinion conformity** (agreeing with the boss), adds significantly to making the in-group.

Of course, subordinates may not view their behaviors as attempted ingratiation but as honest agreement. Likewise, the supervisor may be interpersonally attracted to the subordinate & interpret these behaviors favorably -- tho they might seem to others as self-serving ingratiation.

Interestingly, **self-presentation** (acting the way the boss likes) is a less favorable method of ingratiation. It can "be readily perceived as self-serving or overly submissive, thereby impeding the establishment of higher quality exchanges."

What can supervisors do to minimize damaging ingratiation? "Actively reward open inquiry & meticulous evaluation." Subordinates can be specifically tasked to criticize a supervisor's proposed course of action by identifying potential flaws, presenting worse case outcomes, suggesting alternatives -- i.e. playing devil's advocate. "In this way, supervisors can discourage insincere flattery & foster quality decisionmaking."

DANGER: INGRATIATION CAN LEAD TO INEFFECTIVE DECISIONMAKING

Influential in-group exchanges can contain a strong "yes man" element where subordinates, rather than ques-

tioning & challenging supervisors, use opinion conformity & flattery to gain rewards. Supervisors experience a heightened sense of assurance that their views are correct -- whether they are or not. "Supervisors then may have difficulty assessing the accuracy of information...& will become insulated from valuable advice they may not wish, but need to hear." (See also this week's t&t. Copy of "The Role of Subordinate Performance & Ingratiation in Leader-Member Exchanges" from pr)

WORKING WITH 2ND MOST IMPORTANT PERSON: YOUR SECRETARY

But they prefer "administrative assistant" over "secretary" by 5 to 1, according to a survey by Via FedEx mag published by Federal Express. Readers were asked to comment on business & family issues; 5,736 responded with this advice for effectiveness with this vital team member:

- **Fewer interruptions would enhance their productivity**, say 40%. "If bosses had a better understanding of what office workers do every day, they would be less likely to interrupt with other projects," Susana Segat, Service Employees International Union (DC) explains. She urges AAs & the person they serve to develop their priorities, then make them known when other people make requests. Outline parameters under which new requests can be handled.

- **An inner sense of accomplishment, not a desire to please the boss**, motivates them to perform well on the job, say 76%.
- **They play almost as important a role in nurturing customer relationships** as the boss, half claim. [Some would say a more important role, since they are usually first point of contact]
- **To motivate peak performance**, the survey surfaces these items: a) more responsibility, b) challenges & recognition, c) brown bag lunches with senior managers (see pr 7/8/91), d) "making us part of the team." 44% would exchange a bonus for flexible hours including 4-day workweeks.
- 47% want their bosses to be **better communicators**. [Training role for pr]
- In sharp contrast to other research (e.g. pr 9/11/89), 51% would prefer higher wages to more family time.

While only 4% prefer a female boss & 46% prefer a male boss, 50% don't care. 10 yrs ago, attitudes were more anti-female, explains Anne Machung of Institute for the Study of Social Change (U Cal-Berkeley). The fact that half expressed no preference shows the stereotype is fading. Machung finds many male bosses try to sabotage a good secretary's advancement in an attempt to keep them. Women, however, tend to identify with & nurture their secretaries' ambitions, helping them advance.

STUDY OF AD AGENCY - CLIENT RELATIONSHIPS MAY FIT PR FIRMS

Public relations pros are skilled advisors on relationship building. Do they practice their own advice? A survey commissioned by Ass'n of Nat'l Advertisers (NYC) on "Perception & Reality in Agency-Client Relationships" finds ad agencies have a blind side there.

12 ad agency execs & their clients were interviewed, client side first, then the agency interview. All were completely confidential, by phone. Each side was asked the same questions. Tho survey focuses on adv'g execs, its findings apply to pr firm-client relationships as well. Some findings:

- **Self-deception**: On average, clients rated relationships lower than did firms. On a 10 point scale, clients gave relationships 7.4, firms 8.1.
- **Self-deception rises as relationship sours**: The better the client rates the relationship, the more similar the perception of the relationship by both sides. As the client's rating dips, the discrepancy between client's & firm's views become progressively greater. "2 interesting points emerge from this comparison: 1) firms rate their own performance more favorably than their clients do; 2) firms' view overall is more optimistic than their clients'."
- **Self-deception spreads**. The number of differing views on the same issue increases *geometrically* as the relationship becomes weaker.
- **Listening skills need enhancement**. In half the interviews, the major problems cited by the *firm* regarding developing advertising for the