

personal dates, milestones & daily notations. (More info from Wet-tenstein, 212/861-5425)

"STREET SMARTS IS OVERLOOKED IN CONTROVERSIAL IQ BOOK "THE BELL CURVE," notes John Budd (Omega Group). Two psychologists in '90 identified "street smarts" as an intelligence on a par with IQs. They describe it as "the facile acquisition of tacit knowledge: work-related practical knowledge that is learned informally on the job." Notes Budd: "The relevance to our field becomes even clearer when they go on to describe tacit knowledge as (1) managing oneself by knowing how to overcome the problem of procrastination, (2) knowing how to convince a skeptical superior of the worth of one's ideas, (3) knowing how to get your point across when making a presentation. Hallelujah!"

MORE ARE SPEAKING OUT ON A RETURN TO HUMAN VALUES -- SHOULD PR?

In this reengineered, lean business climate, what part does **personal honor** play in terms of an organization's bottomline? Rabbi Wayne Dosick, an adjunct professor of Jewish studies at U of San Diego, says it is the bottomline. His book, *The Business Bible: Ten New Commandments for Creating an Ethical Workplace*, sold out its 15,000 hard cover copies. Paperback has just been released by HarperBusiness.

Among his commandments: A) Honesty is the best management policy, whether dealing with employees or customers; B) Managers have a responsibility to treat employees & customers as they would prefer to be treated. "Not just Judaism, but all the spiritual traditions have something to say about how we live decently in our everyday lives," he told the IATimes.

He relates the words of the co-chrm of Fel Pro (a company his book uses as an example of doing well by doing good): "How can we not do it? For 54 straight years we have had increasing profit, & there is only one reason: *We take care of our employees & our employees take care of us.*"

"The only thing going on in the business world that's not going on in our other worlds is that we are trying to make money, trying to make a profit, trying to acquire more & more.... Once you have it all -- house in the suburbs, condo at the beach, fancy cars in the driveway, kids in private school -- you turn around & say: 'So what? What now?' **The bottomline is not necessarily measured in dollar signs. You can do good stuff with your business as well.** When you share what you have earned with the people who helped you earn it -- employees & customers who paid the bills -- you get what you give."

WHO'S WHO IN PUBLIC RELATIONS

POSTPONED. Benefit honoring Denny Griswold till end of Nov due to her recurrence of Lyme disease.

PEOPLE. David Paulus becomes IABC's pres & CEO Nov 1. Most recently he was sr vp, First Nat'l Bank of Chi.

DO WOMEN COMMUNICATE DIFFERENTLY -- ONCE THEY ARE EXECS?

As women executives rise, making cracks in the glass ceiling & leading organizations, are there gender-based communication differences that need to be confronted? A spate of popular books contends that gender differences in communication -- both received & sent -- are major.

WOMEN AS SPEAKERS

Survey of 400 CEOs, CFOs & other top ranking execs (200 female, 200 male) finds women execs are less confident speech givers than their male counterparts. 53% of female execs rated themselves as "excellent" or "good" speakers -- but 84% of the male execs did. [This could be male ego.] Other findings from survey by Robert Klepper, author of "I'd Rather Die Than Give A Speech!" (see t&t 2/14):

- Women execs speak more: 12 hrs/month giving speeches vs. men's 9.
- 76% of women find speechgiving extremely or somewhat stressful; men 41%.
- 92% of women write their own speeches; 89% of men do.
- 39% of women have given a formal speech using no script or notes; 54% of men have.
- 38% of women would rather try to lose 10 pounds in one month than give a speech; 38% of men would rather file their income tax return by Jan 30 each year than give a speech.

DEBUNKING THE POPULAR THEORIES

1. **Stereotyping Females.** Some experts believe assumptions about women being self-effacing, more empathetic & oblique than men is outdated. "I think it's a stereotype. Maybe there is a grain of truth there, but I'm not sure that is a fair characterization of the way women communicate," Charlotte Rosen, comms lecturer at Cornell, told Fortune.
2. **Power, Not Gender.** Linguist Suzette Haden Elgin recommends thinking about the relationship between communication & power instead of gender. "It's a statistical accident that more men use a dominant variety of language. It has nothing to do with gender, it's a matter of power."

WHAT TO COUNSEL WOMEN EXECS ON EFFECTIVE COMMUNICATIONS

Carolyn Dickson, presentation & speech trainer, agrees: "It's a matter of putting aside once & for all the idea that there is typical 'feminine' behavior that is weaker & less effective than 'male' behavior. Think instead in terms of powerfulness or powerlessness -- genderless behavior that anyone can master." Author of *Speaking Magic: Performance Strategies for Winning Your Business Audience* (Oakhill Press, \$14.95), Dickson recommends:



- **Develop a strong personal presence** -- including the way you carry yourself, how you fill your personal space, eye contact you make, strength of your handshake, quality of your voice. "A major obstacle in the development of a woman's personal presence is **the sound of her voice**. A person with a deep, rich, resonant voice will automatically be taken more seriously than someone who sounds like a child. Yet women often neglect the development of this most important asset."
- **Speak early & often.** "People who contribute in the first 5 minutes of a meeting are considered more efficient & effective than those who are quiet." When you do talk, a) know what you're talking about, b) organize your remarks so your point is clear, c) talk for more than 30 seconds at a time.
- **Avoid super polite or self-deprecating phrases** like, "If it's not too much trouble...", "I don't mean to be a bother, but...", & "This may be a dumb question, but...."
- **Limit the use of tag questions** -- statements that end with "don't you think?" or "isn't it?" They give up power.
- **Watch out for qualifiers** like "maybe," "I think," "sort of," "kind of." It's much stronger to say "It's my opinion that..." or "My recommendation is...."

(More from her at Voice-Pro, 2055 Lee rd, Cleveland 44118; 216/932-8040)

IT IS A TREND SO BE READY TO COACH

- 1/4 of the directors recruited in '93 by the exec search firm Spencer Stuart were female;
- 67% of all Fortune 500 companies had at least one woman director by the end of '93, up from 60% the year before.

HOSPITAL COMMUNITY BENEFITS REPORTS; OPPORTUNITY FOR OTHERS?

"What Have We Done For You Lately?" is South Shore Hospital's (South Weymouth, Mass) 2nd annual community benefits report. "It's quantifying our community benefits in one document. We are being good neighbors in many ways other than the provision of healthcare in an acute care setting," dpa Richard Pozniak told prr. Might this idea be used by, or required of, other public service entities?

COMMUNITY BENEFITS ISSUE

In many states, laws mandate that a percentage of a hospital's budget go toward community benefits & involvement -- which must be reported. Massachusetts' attorney general has promulgated voluntary guidelines. "About a year ago, a study by a Harvard School of Public Health researcher alleged Boston teaching hospitals were amassing huge cash reserves. Community & healthcare activists wanted that money used to benefit the community thru health education. So the AG decided hospitals must be more systematic in their approach to community benefits."

Voluntary guidelines require that all hospitals develop the following -- an outline for any organization wanting to do a community impact report:

- a) formal community **benefit plan** that has input from medical staff, community members, boards of directors;
- b) formal **research** of community healthcare needs;
- c) **programs** that specifically address those needs;
- d) **evaluation** of health status -- "meaning after we sponsor these programs, what is the outcome?";
- e) **public reporting** of community benefits.

If hospitals don't voluntarily comply with his guidelines, "then he may file legislation which hospitals are very concerned about."

SSH's REPORT

Wanting to be "accountable to our communities," SSH began reporting 2 yrs ago.

Gathering the info. "Report is time consuming because you need to reach out to every department to find out what they are doing. We don't have a centralized community benefits office. It requires a lot of leg work."

Writing the booklet. "I tried to make it as easy to understand as possible -- no complex formulas about how much money we spend, etc. I wanted to make it readable to the average consumer in our marketplace."

Distributing it. 2500 copies were placed in public libraries, supermarkets, banks, at community health fairs, and sent to opinion leaders thruout the 24 communities SSH serves -- public health nurses, boards of health, school committee members, selectmen & other gov't officials.

"Some will say it's a marketing tool. I tend to think it's more news & information that perhaps the community doesn't realize. They read about bits & pieces in newspapers, or hear bits & pieces on the radio. This report puts it all together. It involves the public." (Copy from him at SSH, 55 Fogg rd, South Weymouth, Mass 02190-2455; 617/340-8000)

ITEMS OF INTEREST TO PROFESSIONALS

¶ **PUBLIC RELATIONS IS AMONG THE MOST STRESSFUL OCCUPATIONS** say 66% of 175 pr pros surveyed by PRSA/NY. 82% find it a rewarding profession. Given a choice, 53% would still seek a pr career; 27% were unsure; 20% wouldn't. "Given the obvious stresses of the business, a remarkable number of pr practitioners express satisfaction with their career. The degree of career satisfaction compares favorably with that of other high-pressure professions such as the law & medicine," notes chapter pres Philip Ryan.

¶ **PERSONAL DAY BOOK HONORS BETSY ANN PLANK AS 1ST WOMAN PRESIDENT OF PRSA**, along with 1,000 other women leaders' birthdays & accomplishments. It chronicles women's progress in politics, education, art, literature, entertainment, sports, business, science, medicine & religion. *A Woman's Book of Days* (Crown Publishers, \$20), authored by marketing consultant Beverly Wettenstein, is designed as a diary with space to record important