

evaluate where they stand on environmental issues and learning how to communicate about it.

- 4. **Public Relations Efficiency:** cost-containment, problem prevention, issues management, identifying critical stakeholders to pinpoint communications.
- 5. **Regulatory Focus:** taking charge of regulatory future by becoming more involved from the beginning of permitting, siting etc. at state and local level.
- 6. **Move From DAD Mentality To MOM Mentality:** instead of Deciding Announcing and Defending decisions organizations can provide Multiple Options Mechanisms to negotiate a mutual win-win situation. Results in a partnership attitude, "We've done this."
- 7. **Transparency:** using "see-thru" communications to provide an open basis for mutual evaluation of options for stakeholders.

**ITEMS OF IMPORTANCE TO PROFESSIONALS**

**Larry Newman Chides prr (& He's Right) on "Intemperate Language"** in last week's story on how Republicans were brilliantly able to generate unprecedented change despite the "facts" of Congressional action. We called Rep. Gingrich a "trickster" because he did trick Democrats into accepting amendments to a bill under guise of GOP support -- then attacked the bill for the very items he had added. Our story originally read: "He claimed it was smart maneuvering; Dems called it the kind of dirty trick voters are tired of." This lead to "trickster"...but the prefatory sentence got lost on the cutting room floor.

Larry's point -- well taken -- is that professional publications should avoid such epithets, particularly when their field of interest is building relationships. (Pragmatically, it's probably not a great idea to speak that way of potential Speakers of the House!)

**More Evidence We're Social Animals Adds Force To 3 Basic PR Tenets:**

- 1) Decisions are far more influenced by social factors than information or communication.
- 2) Face-to-face relationship-building is far more powerful than impersonal methods.
- 3) Volunteering in the community & on organizational task forces is a motivator for employees. The evidence is a study of 2,700 men in a Michigan town who volunteer for community organizations. These volunteers were 2 1/2 times less likely to die from all causes of disease than non-involved peers. Relating to other people is the bottom line indeed!

**TOP 10 MEDIA CHOICES**

Congressional Readership & Viewership	
Washington Post	95%
Congressional Quarterly	85
Roll Call	84
Wall Street Journal	80
ABC World News Tonight	74
National Journal	73
Time	71
MacNeil/Lehrer News Hour	70
New York Times	69

Source: 1994 Erdos & Morgan Opinion Leaders Survey From Congressional Quarterly Weekly Report

**AT&T's IN-HOUSE PR FIRM: AN OLD IDEA IN BRIGHT NEW CLOTHING**

Part of AT&T's pr dep't is a model for the 90s. It is 100% an in-house pr firm. Not a new idea (pr first reported on this 1/29/79, again 9/10/84). But AT&T is among the few to do it -- Ford & Bell Atlantic are others -- and they've taken the idea close to its ultimate extension.

**"WE'RE A SWAT TEAM**

...for other pr groups at AT&T," Jerry Santos, dir of AT&T PR Creative Services, told prr. In '90 he convinced management to let him set up an in-house "firm" that could charge back the work of its professionals. "They bought the idea," giving him a number of months to get it up & running.

**Firm now has 40 people (staff & freelancers), brings in \$13-17 million/year.** Employees are at headquarters in Basking Ridge, NJ, Pittsburgh & Silicon Valley (because of start-up ventures it supports there.) "We have been wildly successful." Rated against outside counseling firms it would rank in the top 15 in billings.

**FIRM HAS ULTIMATE CONTROL OF ITS DESTINY**

- (a) Starts the year with no budget -- "we make all our money project by project, hour by hour, just like a pr firm."
- (b) Adds & subtracts people when it needs to.
- (c) Has its own compensation system, business office, computer system.
- (d) Gets nothing free. "We're part of AT&T in terms of some of its personnel practices. We just operate differently, are financed differently."

**Getting projects.** "We don't have to go out soliciting work. We have more work than we can deal with. I spend a lot of time bringing in the best people because I know if they're here, others will pay for their services."

**Rate structure.** Depends on skill level of the professional -- from 1st level to director. Clients under contract pay a lower rate. 1st level brings in \$65/hr. 2nd level: \$110, \$95 if contracted.

**Firm's professionals are "entrepreneurial,** good at running their own business, bringing in their own billable hours." Much freedom is given, some telecommute. Each has financial targets in terms of how many billable hours to bring in. If they go beyond, they get a cut -- "just like a firm."

**Advantages:** 1. Gives flexibility to other AT&T pr dep'ts. "They don't have to add people. They can come to us. We don't say no to any project."



We're a good resource if there's new start-up business or overflow work."

2. The corporation doesn't have to finance the firm.

**Disadvantages:** "I'm always wrestling with whether to add more staff or use freelancers. Tho it has never happened here, I'm always fearful the work will dry up. I've only had one slow period where we had to cut back on freelancers, not staff. [That will sound familiar to firm management everywhere!] But right now, things are booming. *I'm looking for people.*"

## HI-TECH CLASHING WITH FACE-TO-FACE IN INTERNAL RELATIONS

82% of organizations increasingly rely on hi-tech to stay in touch with employees, says a survey of 75 leading corporate communicators by Davis, Hays & Co. 100% say it's a fast & effective way to communicate.

**BUT** -- 97% say employees want **more face-to-face contact** with managers & supervisors. Is hi-tech's ease & convenience too alluring? Dangerously so?

## ISSUES ILLUSTRATE CONFUSION, ALONG WITH LURE OF HI-TECH

- 91% say hi-tech provides an opportunity for 2-way communications
- What limits it is that not all employees have access to hi-tech channels, believe 85%
- For complex messages, face-to-face channels are still most effective, say 85%
- 98% agree that managers at their organizations need help to be better face-to-face communicators
- Hi-tech methods used: e-mail (80%); voice mail (74%); electronic bulletin boards or publications (39%)
- Hi-touch methods: town hall meetings -- where top execs communicate with employees -- are frequently used by 45%; 49% hold them "sometimes"

## KEY ISSUES FOR PRACTITIONERS FROM STUDY:

1. **What constitutes true 2-way communication?** Does e-mailing back & forth qualify? Or must people be eyeball-to-eyeball to get the body language? What is the optimum role of electronic communication?
2. **Is hi-tech helping? or counterproductive,** in building internal relationships as part of the new managerial paradigm (pr 1/17)?

(More info from Davis, Hays & Co, 930 Spring Valley Rd, Maywood, NJ 07607; 210/368-2288)

## NETWORKING: VALUABLE TO COUNSELORS BUT LACKS PROCESS

Survey by Council of Consulting Org's reports consulting firms generate "about 20% of new business thru networking, altho that figure could range as high as 80%," says Edward Hendricks. But survey found **86% of consulting firms have no formal policy about preserving networking relationships** when an individual leaves the firm.

**Most valuable types of networks** for bringing in business are 1) former clients, followed closely by 2) trade ass'ns. 3) Firm alumni & 4) other consulting firms are also highly rated.

Rewarding networkers for bringing in business is also informal. 20% have reimbursement deals with other consulting firms. (Info: 212/697-9693)

## "URGENT CALL" CAN REACH 1000 PEOPLE PER HOUR

Interactive phone service can notify people of something, or get their immediate response. Each person who receives the UrgentCall can use the touch-tone keys on her or his phone to respond to the message, then leave a comment before hanging up.

Service was developed by Institute for Crisis Management as a crisis communications tool. "It's the **first new tool that pr people have had since the fax** to notify the media in a hurry, to keep key audiences advised of important issues, & to get opinions that will help them target their messages," explains Robert Irvine, pres of UrgentCall International.

Also useful for issues management, investor relations, government affairs, market research & community relations. Can help mobilize crisis teams; will track down each team member by simultaneously calling home phones, cellular phones, pocket pagers & any other numbers. Needs no special equipment -- just a touch tone phone.

Annual subscription fee ranges from \$3,100 to \$25,000, depending upon the number of phones. Includes 20-960 hours of free phone time. Additional time is billed at \$.35/minute. (More info: 502/583-3982)

## ENVIRONMENTAL COMMUNICATIONS: DEALING WITH SCIENTIFIC ISSUES IN AN EMOTIONAL ARENA

Borrowing from *The Seven Habits of Effective People*, Bruce Harrison identified for the PRSA conference the "Seven Habits of Companies Going Green."

1. **Annual Reporting** of emissions, environmental policy, codes & guidelines. Distribute to stakeholders with the message, "Don't trust us, track us." Many organizations are developing tracking systems.
2. **Listening To Stakeholders** by responding to gaps in understanding, dealing with compliance, political outreach and job satisfaction.
3. **Reputation Evaluation:** companies are starting to see themselves as others see them. Companies are now spending time with *green graders* to