

- **Create the future** by using scenario planning to plan the future.
- **Put missionaries, not managers, in power.** These are the folks who provide the leadership thru example. Only those who are possessed with a love for the business care enough to make the best happen around them. People on the fence should not be in charge.
- **Watch the world around us** -- not just competitors' & clients' businesses, but consumer trends. Don't just hope your employees stumble upon this information. For example, we issue trend letters, invite speakers from Academia & hold agencywide seminars to put our people in touch with what's really happening.
- **Create a culture of innovation.** Insist on new ideas from every employee. Make it part of your hiring & training procedures. Today, we are looking for ways to tie our compensation & bonus programs to creative solutions for any aspect of a client's business.
- **Ask clients & colleagues to leap with you.** Poem by Chris Logue says it best: Come to the edge/ We might fall/ Come to the edge/ It's too high/ Come to the edge!/ And they came/ And he pushed/ And they flew.
- **Make time to read & think a serious priority.** The acceleration of our lives & workloads can leave little time for the necessary dreaming needed to create good ideas. If you get caught in the skimpy, superficial information of the day, it's hard to cook up ideas of substance.

"There are many incredible business opportunities in the world today, but they do not happen by taking measured steps & evaluating progress every inch of the way. The real home-runs come to those of us who take off the shackles of certainty & open ourselves to the power of our imaginations & encourage that activity in others."

## CEO LAMENTS "INADEQUATE COMMUNICATION" AT TAKEOVER THREAT

Labatt, brewer & sports team owner (Toronto Blue Jays), is under attack from a hostile takeover gang that will probably split it in pieces & the usual wreckage of such distasteful affairs. Labatt says offer is ridiculously low. How come the market doesn't value the company more highly, asks Toronto G&M writer of CEO Geo. Taylor: "Probably the reason is that shareholders don't understand the company well enough, and that's our own fault. It's perhaps a matter of inadequate communication. Maybe we haven't done enough of [such things as information sessions with analysts & media]. Maybe I haven't spent enough time with major shareholders explaining to them what is happening...."

## WHO'S WHO IN PUBLIC RELATIONS

**HONORS.** Jack Rubak, longtime dean of Defense Information School, inducted into its Hall of Fame by alumni. With DINFOS since '56, he has guided training of 30,000+ pa personnel -- many now in civilian careers.

**SELECTED.** Fernando Valverde (pres., Focus Bus. Comms, San Juan), Judy VanSlyke Turk (dean, Univ S.Car. Schl Jrslm & Mass Comn), & Ed Wotring (prof, Fla. State Col of Com'n) elected to DINFOS Bd. of Visitors.

## TREATING EMPLOYEES AS ASSETS PAYS OFF, STUDY FINDS

Ernst & Young study for US Dep't of Labor, researched by Harvard Biz School & Wharton scholars, should be mandatory learning for practitioners -- so they can get senior managers to understand pr has not been talking thru its hat all these years when we say people are important.

Study shows Wall Street also needs a crash course, since today companies announcing a layoff see stock prices go up. In fact, **non-financial measures** are a predictor of future profits & growth (see prr 5/29). Downsizing is at best a short term dollar benefit -- and often not that, given buy-outs, loss of morale, reshuffling of tasks et al.

### FINDINGS SHOW RETURN IS RIGHT ON THE BOTTOMLINE

1. **Training pays big dividend.** Motorola says it earns \$30 for each \$1 invested in employee training. And Hertzberg's motivation studies show training is a major motivator & morale-builder.
2. **Empowerment is real on bottomline.** Investments in progressive workplace practices (e.g. Quality, stock purchase plans, incentive programs etc) are "associated with notable improvements in financial performance."
3. **Investing in employee development** tracks with significantly higher market values over industry competitors that fail to do so.
4. **Annual 1% increase in customer satisfaction -- a function of employee satisfaction** -- adds on average an 11% increase in profit.
5. **"Bundling" progressive practices** together enhances returns, e.g. backing a Just In Time system with "supportive communication infrastructures & use of 'lean' production practices" (cross-training, multi-skilling, employee participation).

### REAL BENEFIT IS TO BE THERE FIRST

Lead the way in implementing new managerial practices & you reap the biggest rewards. The old "show me who else is doing it?" stall is harmful. (Study from E&Y Ctr for Business Innovation in Boston, 617/742-2500)

"This is a path-breaking study that shows the surest way to profits & productivity is to treat employees as assets to be developed rather than costs to be cut." -- Labor Secretary Robert Reich

## TECHNOLOGY HERE TO STAY, BUT DOESN'T REPLACE FACE-TO-FACE

Resisters to new communications technology will, for many reasons, have to "get with the program." In '93, David Kirk, pr/pa consultant (Phila), did a benchmark study for CoreStates Financial Corp titled *State of the Dream: How American Corporations Are Using Technology to Support Key Relationships*, which remains relevant today. prr recently downloaded it from PRSIG's research library. Key ideas from the study:

- Technology is needed to **collapse space & time**.
- It can make a large or complex company **easy to do business with**.
- It's key to the communications function's ability to **do more with less**.
- While participants were knowledgeable & articulate about the promise of technology, **not one expressed complete satisfaction** with the current state of affairs at his or her company. Ambivalence is natural.
- We created a satellite network in North America, with downlink capabilities at 47 sites. This gives us the capability to talk to everybody in the organization at the same time with the same message. **This will never take the place of face-to-face communications** -- that's still healthy & of benefit -- but this gives us more opportunities to get management in front of others.
- If we go to an electronic communications format, we run the risk of de-humanizing the relationship. We need to **learn how to maintain that human aspect**, those qualities & values that exude on a personal basis -- & understand how to maintain or enhance that in an electronic way. That is a very difficult issue.
- The biggest obstacle is the inability of senior managers to **understand the full benefit** -- to see it as a tool & not a toy. There's a resistance to become students again, learn new skills, change the way they work. There's also a credibility issue around technology people in general. They've soaked up huge amounts of capital, building empires -- & all the efficiencies they've promised haven't materialized.
- By the time you get your system in place, somebody's invented something that's better & you wish you had it. You can paralyze yourself as a result, or get one & upgrade when you need to.
- Despite the trials & tribulation of planning & implementing technology to support corporate communication functions, **not one executive interviewed said, "Turn back!"**
- When asked what they would do over again, respondents most frequently said they would have paid attention to the technology issue sooner.
- The choice to use or not use a particular hardware or software solution must be **married carefully to its real utility** in serving a business need, reducing cost or improving efficiency.

## EMPLOYED APPROPRIATELY TECHNOLOGY WORKS

- 1) Hand-written fax cover sheets. "Look at the time involved in writing them, walking to the fax machine, sending them. Or you could create the document & then just print to the fax board."
- 2) "There are still people out there with Rolodexes & mailing lists in label format in Word Perfect. There's an enormous amount of time & energy being wasted."

## QUESTION: HOW MANY WORK THE INTERNET?

A more sophisticated application is issue management. For example, Intel's debacle. "The way Intel handled it was to say, 'It's only a couple of professor geeks on the Internet complaining about this.' They weren't even at the scene of the crime, so to speak. They weren't monitoring Internet discussion groups. There's an enormous amount of activity going on behind your back if you're not there."

Kirk offers this illustration: "I saw a note on a bulletin board about a local hospital that had a permit to heighten its incinerator stack, which would benefit the neighborhood. But the guy who put up the note was asking for advice, help & money to fight it. Within 24 hrs he'd received responses from around the world. I called the CEO of the hospital to see if he knew what was going on & he thought I was from the moon. That happens every day. People are bypassing the media to communicate. Yet there are people who won't use technology effectively. There are still miles to go."

PRSA just launched its Home Page on Internet's World Wide Web. Address is [HTTP://WWW.PRSA.ORG](http://WWW.PRSA.ORG). John Beardsley, pres, was instrumental in putting PRSA in cyberspace. After only 2 days online (before publicity), PRSA's Home Page already had received responses from around the world. "No one fully knows how many are accessing the World Wide Web. But the numbers are becoming enormous. Already we've had more responses than I anticipated," Joe Cussick of PRSA told prr.

## MORE OUT-OF-THE-BOX IDEAS FROM ADMAN MICHAEL JEARY

CEO of Saatchi & Saatchi Adv'g (NYC) adds these to his suggestions in last week's prr:

- In addition to doing the usual things -- be more responsible, more flexible; get more involved at a senior mgmt level; make good decisions faster -- we must begin putting money behind visions & visionaries; making longterm commitments to visionary thinking; gossiping vision in the hallways; measuring success by how much we have moved toward our original goals.

## REMEMBER, RITUALS BUILD CULTURE

"In religion, one way we act on faith is through ritual. I'm suggesting that we have to build new kinds of rituals into the workplace." For example: