

no less than Dwight Eisenhower when he was Army chief of staff -- and he did it on recommendation of Arthur Page, the revered AT&T vp-pr.

## ITEM OF IMPORTANCE TO PRACTITIONERS

**Deceptive Technique Proves Again Difficulty of Reaching Anyone By Print.**  
You may have gotten the mailing. Several pr pros have. It's a review of a book on effective speeches. Glossy stock, no publication line visible (so could even be phony), single sheet 2 sides. Attached is a post-it (R) with a handwritten note: "Joe, Try this. It works." Signed "J" (could also be "T"). You do spend time on it -- trying to think who sent you this. Then you catch on, & get irritated. Plain white, stamped envelope has no return address (figures).

## FUNDRAISERS INTRODUCE NEW TYPE OF "AFFIRMATIVE ACTION"

Phone companies' grantmaking to racial/ethnic (R/E) populations is the topic of a 1st-of-its-kind study by Nat'l Committee for Responsive Philanthropy.

- Top 11 telecommunications companies made \$21 million in charitable contributions primarily to benefit R/E populations in '92. AT&T was the largest contributor (\$6.4 million). NYNEX was 2nd (\$3.6 million) but gave the biggest proportion of its profits to R/E communities. MCI & Sprint were at the bottom of the list, each giving less than \$1/2 million.
- 8 of the 11 CEOs received more in total compensation in '91 than their corporations contributed to R/E populations in '92, notes NCRP news release. Exceptions were AT&T, NYNEX & Pacific Telesis.
- 5 of the 11 companies surveyed were included in NCRP's study of top profitmaking companies' grantmaking in '88. R/E giving then was \$2.2 million. These same 5 companies gave \$8.5 million in '92 -- a 4-fold increase.

"This squares with the Conference Board's designation of the telecommunications industry as the most generous non-manufacturing industry in the US," notes NCRP. "Nevertheless, **serious funding gaps exist.**" Are we talking quotas here? (More from NCRP, 2001 S st, NW; Wash DC 20009; 202/387-9177)

## WHO'S WHO IN PUBLIC RELATIONS

**NOMINATED** for PRSA offices in '96: pres, Luis Morales (Robt Morris Assoc, Phila); pres-elect, Debra Miller (Fla. Int'l U., N.Miami); sec'y, Sam Waltz (counselor, Hockessin, Del); treas, Mary Lynn Cusick (Bob Evans Farms, Columbus, O). New directors are John Cook (USAA, San Antonio), Francis Doherty (counselor,

Sturbridge, Mass), Lee Duffey (Duffey Comms, Atlanta), Don Durocher (Durocher.Dixson.Werba, Detroit)

**HONORS.** Ann Barkelew presented NSPRA Learning & Liberty Award, given occasionally for "outstanding contributions to education in our democratic society."

## REMEMBERING SWEDE JOHNSON: ROLE MODEL OF RELATIONSHIPS

Marvin D. Johnson -- nobody ever called him anything but "Swede" -- knew the meaning, and value, of relationships like no one else in our profession of relationship building. He made new friends every day -- and then committed them to his "little black book" and never forgot or lost touch.

He went out of his way to make Rotary Club "make-ups" (members have to make up missed meetings at another Rotary to stay in good standing) in every town he visited. Ask him for a needed contact in just about every city or crossroads hamlet in America -- and he'd have one, admonishing you to use his name to get a good reception. That was his first principle.

### PAYBACK FROM A TRUE SENSE OF COMMUNITY

His second principle was to care so much about causes & community that you work constantly to further them. Then, when your organization is faced with an issue, it is instantly protected by a legion of honest-to-goodness friends & community partners. His networking enabled him to raise untold millions for charity & education.

Few practitioners have been as widely known, or as honored by those who know them best -- the local folks. Swede won distinguished citizen awards from three states where he lived & worked: Arizona, New Mexico & Colorado. National chair of CASE, international president of Sigma Delta Chi, chair of the Western Athletic Conference, his craggy face appeared in 4 movies after being discovered by a film director.

Tho he was passed over both times he was a finalist for the presidency of U. of Arizona, how many pr pros ever get nominated for the job? In '93 the university named its alumni building for him & awarded him an honorary doctorate. To how many practitioners has that recognition come?

At Arizona he rose to vp-univ rels. Was vp-admin at U.New Mexico, then became vp-pa at Coors -- a 45-yr pr career. Said his CEO, Pete Coors, "His word was gold. When he made a promise, you could take it to the bank."

Swede died last month of pulmonary fibrosis. He'll be remembered, said his obit, "for the gravelly voice, the craggy nose & the slow, bow-legged amble" -- *remembered by more people than most of us ever come to know!*

### ULTIMATE 1-ON-1 RELATIONS

Johnson estimated he knew by name 6 or 7,000 people. He was fond of saying, "The most important thing people have is their name." He followed this principle by assiduously studying those he met, memorizing their faces & key details about them. He amazed friends & colleagues with his ability to recite particulars about people he hadn't seen in 20 years.



## CONTRACT PSYCHOLOGY: THE ULTIMATE PARTICIPATIVE TECHNIQUE

When a public affairs practitioner became superintendent of Minneapolis Public Schools -- not your usual career path -- he demonstrated how cutting edge pr strategies can work. Peter Hutchinson told NSPRA how he did it:

1. **The Minneapolis Covenant.** A contract between the supt., students, parents, teachers & staff, school board members & community members. Spells out precisely what each covenants to do, with some items printed (e.g. students promise to attend school regularly) but also a section for "My personal promise" to be filled in.

He has signed 26,000 to date! Such contract psychology has long been used by therapists & OD practitioners, tracing to its modern inception in the Kansas prisons in the 60s. After a riot, the warden signed contracts with each prisoner agreeing what both would do to improve the institution & its operation. Objectives of the technique are:

- **Get real buy-in** by having people symbolically sign their names to a carefully thought out & openly discussed agreement that's on paper.
  - **When violations occur, shift the focus away from blaming each other** onto the contract, i.e. "guess we didn't think enough about this point in the agreement because now you're not doing it." Revisiting that point allows either refocusing or agreeing again that it is correct but behavior didn't live up to intentions.
2. **"CEO's Job Is to Manage Attention."** Choose the top 4 or 5 things that must occur to gain success, ignore the rest (or let others do 'em). This manages the focus of which issues get attention.
    - Therefore, Hutchinson believes, you **focus first, reorganize later.**
    - Too many CEOs start off by hatcheting subordinates, or changing the structure -- all the while saying they "believe in our people." If so, don't begin by replacing them! Set the focus, then **see how they perform with the sense of direction it provides.**
    - Remember, tinkering with personnel & structure focuses attention on the central office -- not **the operational sector** where the organization's service is delivered.

## SYMBOLIC COMMUNICATION

3. **Do Things That Show, Not Tell.** He reads bedtime stories on tv every evening -- because one of the key topics he focused attention on is reading. He walks the talk by reading books aloud where the whole community can see, with their own eyes, he means it. 150 books so far.
4. **CEO As Personification of The Values.** He answers his own phone. He visited every school, every classroom, every staff in the system -- so they could see & talk with the supt.
5. **"Always Have Kids at School Board Meetings."** First, because it tones down the rhetoric & manners. Second, because it symbolizes the focus of the enterprise. Third, "because kids tell the truth."

## DEFINE, MEASURE, REPORT

6. **Define Success.** What precisely is it? This gives staff exact targets to work toward, forces critics to play by your rules. And, "we get what we expect." All focus items, and more, need to be clearly defined.
7. **Measure Relentlessly.** Not to continually keep everyone upset by evaluating them & looking for any missteps. Rather as feedback systems, to see how we're doing, where corrective action is required. "When people know the score, they can do better. When they don't, they can only get cynical."
8. **Report the Results of Measurement.** In the spirit of "You have to know where you are in order to improve." And to ask key publics to help.
9. **Make Schools the Labs for Change -- not the Supt's Office.** Each school sets its goals, publicly announces them, and is held accountable for attaining them. Real empowerment.
10. **Get the Central Office Out of the Way.** It becomes a servant, helping schools attain their goals & overcome blockages -- not command & control. That way, everyone in the system either serves students directly; or serves someone who does.

This has to be as concise a statement of how CEOs can run present-day organizations as any. Every organization can adopt this model by changing a few terms or details. Note that the central ideas are all pr strategies -- because winning the support & behaviors of all key stakeholders is today the CEO's job. (Copy of covenant from pr)

## CUTLIP'S 2ND HISTORY VOLUME PROVIDES HISTORICAL CASE STUDIES

If you need to show management or clients that what you propose has ancient & honorable antecedents, read Scott Cutlip's *Public Relations History from the 17th to the 20th Century*. Following on his *The Unseen Power: Public Relations* of last year, it completes what he calls "a research effort I began some 35 years ago" & "the work of a lifetime."

With no technique as powerful as case studies to gain support for program ideas, these books are lodes to be mined. From the original colonies' use of publicity to attract settlers, thru the careers of John Beckley (the first campaign strategist) and Amos Kendall (a modern pr pro 100 years early), to Westinghouse v. Edison in the "battle of the currents," and pioneering efforts by universities & social service agencies, the book illustrates the solid platform on which present-day practice stands.

The book is "my last work in a career that has spanned 62 years in newsworld, public relations, and education of two generations of public relations practitioners," Cutlip writes in the epilogue. Few have influenced the practice as much, with his teaching, scholarship and, of course, the pioneering Cutlip & Center textbook.

**Interesting side note:** Cutlip recalls the military PAOs he guided thru master's degrees at U.Wisc from '47 to '74. This program was initiated by