

3. **Hard-Living Hedonists:** Smoke & drink heavily. Least likely to see smoking as a threat to health. Acknowledge excessive alcohol can be a health risk, but don't intend to modify consumption. Enjoy eating high-fat foods & don't plan to change. Despite this, tend not to be overly heavy. Physically active, possibly from work-related activities. Least satisfied with their lives; most interested in sensation-seeking including stimulants & drugs. Describe selves as daring, moody, rugged, independent & exciting. 6% of population; 82% under 55. 73% male.
4. **Tense But Trying:** Health oriented, but do smoke -- which causes tension. Average in attempt to exercise, limit fat intake, control weight. More anxious than other groups: have the highest rate of ulcers, use more sedatives, more likely to visit mental health counselors than members of other groups. Describe selves as tense, highstrung, sensitive & serious. Less satisfied than most with their lives. 10% of the population. 63% are women in their early (39%) & middle (39%) years.
5. **Non-Interested Nihilists:** Least health-oriented. Reject taking steps to enhance health. Smoke heavily. Sedentary; actively dislike exercise. Diets high in fat, low in produce, tho not extremely overweight. Rarely wear seat belts. Drink in moderation -- because they don't particularly enjoy drinking. Highest level of physical impairment of any group, most sick days spent in bed, greatest use of painkillers & sedatives. Lowest rate of medical care visits in the past year but highest rate of visiting a mental health counselor. Describe selves as depressed, moody homebodies. 7% of the population. Most likely group to have children, with 1 or 2 living at home. Incomes under \$15,000.
6. **Physical Fantastics:** Most health-oriented. Believe smoking, drinking, high-fat diets, excess weight & sedentary lifestyles pose a serious threat to health. Act on these beliefs. A large number are over 55, so many have chronic health conditions (diabetes, high blood pressure). Younger ones are in excellent health. All are likely to have conversations about health enhancement. More satisfied with their lives than any group. 24% of the population. 60% female. Most likely to have incomes over \$50,000. Least likely to have children living at home.
7. **Passively Healthy:** Despite their healthy behaviors (don't smoke or drink heavily, do get a lot of exercise) are ambivalent or indifferent about health. Their good health behaviors are not a source of pride. Tho diets are high in fats & low in produce, are the trimmest of any segment. 15% of the population. 64% male. Average incomes; less likely to have children (those who do have only 1 or 2). More minority members than any other group -- 11% black, 15% Hispanic, 74% white.

(Study based on 2,967 responses to 2 separate questionnaires sent to a nationally representative sample of 4,000 adults. More from Porter/Novelli, 1120 Connecticut av NW, Wash DC 20036-3902; 202/973-5800)

## WHO'S WHO IN PUBLIC RELATIONS

**DIED.** Don Durocher, 48, (Durocher•Dixson•Werba, Detroit) of a heart attack after feeling ill returning from PRSA board meeting.

## C LANGUAGE OF PR DOESN'T WALK THE TALK OF RELATIONSHIPS

Semantics: much can be learned about a culture from the words it uses. Look at your **corporate** culture or **professional** culture. The words chosen are revealing, as well as subtle determinants. They frame our reference.

Frequently "we're so immersed we don't see the impact of our words," finds counselor Lois Hogan, contributing author of *Rediscovering the Soul of Business* (see prr 11/27/95). "But words do affect us. They affect how we feel," which in turn **influences what we do.**

### WE USE NON-HUMAN TERMS

1. **PR & business language borrows from machines** -- e.g., gear up, jump start -- & **the military** -- e.g., target markets, capturing market share. These words "create a culture." Contrast them with words from nature or relational words -- teamwork, community building.

2. **"We take for granted the words we use.** But they are a tool. PR practitioners, especially, need to be more aware of how words help us shape what we do." But don't try to use them manipulatively, she warns; it won't work. "Those who try will be seen thru."

**A glaring example: winning a pr victory.** Since win-win solutions are the only long-term ones, "victories" over "the other side" should be anathema to sound pr. **"Avoid the victory syndrome"** was counselor Miriam Jackson's creed in a long career of major public issue debates. It's practical; a loser is someone sharpening his/her knife waiting for the winner to turn his/her back.

Note the difference between: "What makes you tick?" & "What makes your heart sing?" The first is mechanical, the second is relational. Hogan & Burke write in *Rediscovering the Soul of Business*: "Clearly machines make ideal employees. Machines don't care about the rhythms of the Earth; they can work anytime, anywhere. Machines don't need sleep, don't dream, don't even know night from day. Machines don't make love, give birth, or stay home with a sick child. Machines don't daydream or giggle or get depressed. Machines don't feel."

3. **A shift in some organizations toward more relational language is occurring.** Co-author Colleen Burke interviewed a number of 2nd yr Harvard biz-school students & found a surprising number of references to spirituality & meditation. "It's a trend with growing influence."



4. **Because much of our word usage is habitual**, awareness & retraining are needed for change to happen. Some commonly used phrases include:

shift into high gear	getting too wound up	create strategy in war
getting a little rusty	unwind	rooms
retool the processes	playing old tapes	the big guns at the top
reengineer the	broke	capturing market share
organization	information highway	market penetration
running on all eight	wage price wars	strategies
cylinders	build war chests	

On the other hand, Hogan sees some relational glimmers in current language usage: web, network, internet. "These are about how we relate." [Readers with ideas for replacing current military/machine age words with relational ones, let prr have your suggestions. We'd like to report them here for others who want to begin the change process.]

## MEASUREMENT DRIVES COMPANY'S ROUTE TO HIGH PERFORMANCE

"The various measuring devices we use provide data at every level of the communication hierarchy, from our success rate in delivering messages, up to the degree of influence we are having," Dennis Signorovitch, vp-pa at AlliedSignal Aerospace (Torrance, Cal), told the IABC Research Fdn. Employee comms has created a "set of metrics for the communications factory":

1. Face-to-face comn process is tracked to measure whether it's getting down into the operations; whether sessions are actually 2-way; & whether employees believe things will change as a result of their input.
2. Measuring the usefulness of the materials created for managers who are responsible for implementing the 2-way process.
3. UpWords -- central to the 2-way process is this clearinghouse for ideas & opinions to move upward to the leadership -- is measured for user satisfaction, ease of access & if people would use it again.
4. Readership surveys for publications attempt to determine whether they have readers, if those readers like what they get in the publications & what they'd like to read more about.

"It's hard to claim you are serious about high-performance if you aren't regularly measuring your work." Findings are presented to mgmt quarterly.

### MORE COMPANIES PLAN TO SPEND MORE ON MEASUREMENT

Survey by The Delahaye Group (Portsmouth, NH) finds: a) 41% now dedicate more than 1% of their budget to pr measurement; b) 50% believe budget for measurement will increase; c) there's a growing desire to establish credibility & justify budgets.

## CULTIVATING HIGH PERFORMANCE PEOPLE & LEADERS

To achieve high performance, employees have to be engaged...& accept risk. "Even quality people can't deliver high performance if they're not regu-

larly challenged with ambitious goals & high expectations," continues Dennis Signorovitch in his talk to the IABC Research Fdn.

- **Strong emphasis on special assignments** that take people out of their comfort zones to deal with new circumstances, new issues & new challenges. Assignments are usually short. Makes a significant contribution to performance; contributes to career development in increasingly flat org'ns; road tests those under consideration for bigger jobs.
- **Rigorous system of performance appraisal & continuous improvement planning.** "I regularly review the performance of all the communications leaders. Twice annually I review this information with our president." Purpose is to give everyone meaningful feedback on their work. "We try to avoid empty celebrations of excellence and finger-wagging criticism."
- **More speed in creating new programs & work products.** Be experimental. If something doesn't work, you can try something else. "If we study & analyze & review every program into total submission, you can almost predict that the result will be less than high performance." Have the courage to demand more quickness from yourself & your staff.
- **Let subordinates take charge of high-profile programs & processes.** "Many functional leaders got their jobs because they were good at something. It's understandable they would feel a need to continue to assume an exclusive or dominant role in that work, but creating that kind of chokepoint can undermine any efforts to achieve high performance. It's also a major disincentive to the top-notch people you've recruited. They didn't take the job to cheerlead for their boss."

## USEFUL NEW SEGMENTATION: 7 DISTINCT HEALTH LIFESTYLES

Database, called Healthstyles, "offers an innovative perspective on how people live their lives based on what health means to them. It represents an opportunity to re-energize public & private sector marketing for health promotion," says Edward Maibach, svp, Porter/Novelli (DC), primary author.

1. **Decent Dolittles:** Smoke & drink moderately. Unlikely to exercise, eat in a nutritious manner, or watch their weight. Most overweight of the 7 segments. Acknowledge poor habits are a threat to their health, know what they should be doing, lack confidence in ability to do it. Friends & families are important influencers, but they also have poor health habits & don't care if the Dolittles take steps to improve. Less satisfied than most people with their lives. See selves as religious, conservative & clean. Incomes well above average. Comprise 24% of the population. 63% are women; 74% are married; 57% with children at home.
2. **Active Attractives:** Unlikely to smoke; better than most at limiting fat intake in their diet. Interested in regular exercise & weight control. But actions often fall short of intentions. Tend to be heavier than members of most other segments. Enjoy drinking & drink often (tho not heavily), typically in social situations. Like wild parties, unpredictable friends, exploring new places. Describe themselves as romantic, dynamic, youthful & vain. 13% of the population. 59% men. Early (42%) & middle (37%) years. Less likely to have children, or only 1 or 2.