

- Dow Chemical (overall excellence)
- DuPont (overall excellence)
- Exxon (outstanding Board of Directors' involvement)
- Motorola (outstanding formulation & process for corporate initiatives & EH&S structure)
- Phillips Petroleum (overall excellence)
- Procter & Gamble (overall excellence)
- Texas Utilities (outstanding quantification of EH&S financial benefits)
- Weyerhaeuser (overall excellence)

(More from CPI, 207 Loudoun St, SE, Leesburg, Va 20175; 703/777-8450)

## ITEMS OF INTEREST TO PROFESSIONALS

¶Another way to think about relationships & their impact is offered by new US Secretary of State Madeleine Albright. Commenting on the death last week of Pamela Harriman, Ambassador to France, Winston Churchill's daughter-in-law & hostess at 10 Downing St during his prime ministry, Washington power & Democratic fundraiser -- who surely led one of the most interesting lives of this century -- she said: "Amidst the high-tech gadgetry of the information age, she was a master of the personal touch that separates simple communication from true diplomacy." When pr becomes diplomacy it is achieving its potential.

¶Interactive software program automates the crisis mgmt process. "CrisisNet provides the know-how for dealing with crisis situations during the actual crisis. The program is tailored to each client's crisis needs, so evaluation mechanisms, key messages & other appropriate responses to any given crisis situation are built into the application," explains Mirrel Kephart of Churchill Group. Program goes beyond merely transferring an orgn's crisis policies, procedures & the content of its crisis manual to software. Instead, it provides an interactive means to constantly update strategy, information, messages & audiences during the heat of a crisis, while monitoring & documenting critical events & timing. Special error signals built into the application alert crisis team members & mgmt of potential breaches in procedure. Also, info updated at one site is automatically & simultaneously updated at all other remote locations, providing up-to-the-minute info that can be factored into a constantly evolving situation analysis. (More from Churchill Group, 713/781-0020)

¶Yet another alternative term for pr. "In schools, some superintendents are espousing *public engagement* as something that is beyond pr," writes a reader. "I argue that *public engagement* is a subset or strategy under the umbrella of pr. After all, you can have effective pr programs that don't rely solely on public engagement; however, you won't engage your public if you don't have effective pr programs. What do you think?"

¶"Let me tell you how I feel about voice mail!" writes pr reporter reader Carole McLeod. "I make a minimum of 25 calls per day, and I have become increasingly concerned about who is running corporate America today. Nobody is home. It is both frustrating & scary. Has anyone measured what voice mail has done to sales?"

## SUBSTITUTES FOR WILLPOWER: IMPORTANT BEHAVIOR MOTIVATORS

Often people want to or really do plan to do something ... but circumstances get in the way. Designing substitutes for willpower can elicit the behaviors in a friendly, non-threatening way. Some examples:

### THE GOLD CARD STRATEGY

A retailer studied its customers to focus customer satisfaction efforts on the 20% who provide 80% of its sales. Among other amenities these key purchasers were given special gold credit cards. They were promised extra special service & urged to report any deficiencies to an 800#. Serendipitously, this proved to be a means of improving service to all customers.

Since purchasers rarely begin a transaction by showing their credit card -- typically they put the merchandise they want on the counter -- clerks are never sure whether the person being served is a gold card holder or not. With computers monitoring gold card transactions, clerks are wary of displeasing these special customers in any way. Result: every customer is treated like a gold card holder -- because they very well might be!

### POINT - OF - BEHAVIOR REMINDERS

MADD asks New Years Eve revelers to tie a red ribbon on their steering wheels or car door handles. If they have one too many, the ribbon will be right before their eyes as they attempt to drive -- reminding them not to.

G.B. Searle provides women with a plastic card giving illustrated instructions for breast self examination. It can hang right in the shower.

### FOLLOW-UP QUESTIONNAIRES

In starting team leader-as-communicator, or tracking meeting cascades, use 2 simple non-threatening questionnaires:

1. Have team leaders or meeting conductors fill one out giving their impressions of participants' response, attendance data, questions asked & similar. This collects useful info, while making certain the meeting was held.

When meetings or conversations get out of hand, counselor Joann Killeen (Portland) asks, "If C-Span were covering this, would we be acting like we are, saying what we're saying?" Reminds everyone anything said or done today, in any venue including a private meeting, can be headlines tomorrow -- as Texaco proved again most recently.



2. At the end of the meeting, have attenders fill out a different questionnaire giving their perspective -- *before they leave*. Ask about clearness of the info conveyed, whether overheads/videos/handouts are clear, what remaining questions they have etc.

Even the most reluctant team leader/supervisor/manager will hold the meeting knowing the questionnaires will be collected. Technique works best if it is clear the survey is non-judgmental & not an evaluation of the presenter or the audience -- just an attempt to track info transfer.

#### MEDIA TRAINING APPROACH

Lechmere Stores gave training in dealing with reporters to all staff. Not that they'd actually have to do it -- tho some might. Rather to sensitize them that everything said or done with customers, vendors or stakeholders quickly moves across the grapevine, for good or ill.

The idea was to get in-store personnel to realize that any customer they're waiting on *could* be a reporter -- either looking for a story or doing personal shopping. Any deviation from the chain's claim of Exemplary Customer Service might turn up on the air or in print.

#### STIMULATING MEMORIZATION OF KEY BEHAVIORS

Last week's issue told about Curley & Pynn's 4-point list of Steps to Professional Success. As a ritual at staff meetings, someone is called on to recite the list.

Other organizations use various methods to get vision statements & values creeds memorized. Unless these guidelines are top-of-head, behavior may slip into today's major negative symbolic communication -- not walking the talk of our rhetoric.

#### AUTOMATIC COMPUTER REMINDERS

As databases & computer-aided operations proliferate, it's possible to put vital behavioral info before the eyes of staff at the time they are interacting with customers or stakeholders. Hotels & travel agencies, e.g., have customers requests in their computer record, so at each transaction this info can be re-checked with the customer.

Not only does this help assure giving them what they want, the act of checking reminds them they are important enough that efforts to serve them well are being made.

#### PERFORMANCE EVALUATIONS

Perhaps the biggest lost opportunity to provide a substitute for willpower is the performance evaluation -- at least in many organizations, where the really needed behaviors are not measured.

Very often, e.g., the direction of the org'n is toward teamwork -- but evaluations (and thus rewards) still concentrate on individual action.

In our overbusy world of overcommitment & too much to do in too little time, techniques to move any audience to do it regardless are priceless.

#### STUDY: EVEN FOR STOCK INFO, WEB STILL HASN'T CAUGHT ON

While 79% of publicly held companies have Web sites providing financial info (up from 35% last year), only 22% of analysts & money managers prefer to use the Internet for key financial info. Instead, analysts prefer these media for time-sensitive company info, finds a study by Straightline International:

- |                                 |                       |
|---------------------------------|-----------------------|
| 1. Printed annual reports (90%) | 4. E-mail (39%)       |
| 2. Faxes (79%)                  | 5. Regular mail (38%) |
| 3. Conference calls (53%)       | 6. Internet (22%)     |

Primary reasons for investment pros' lack of use of the Internet are:

1. Lack of access to the Net at work (29%)
2. Lack of access at home (14%)
3. It's less time consuming to get info in other ways (20%).

#### NO RELIABLE MEASUREMENT

Of the public companies on the Web, only 11% claim they are reaching their target audience. "Nearly half (46%) of those companies surveyed do not even know who is visiting their site. Unfortunately, e-mail & hit counts, which companies typically rely on to collect visitor information, are not the most reliable measurement tools. Very few feature data capture mechanisms which is imperative for Web Site success measurement & database building," explains CEO Michael Watras. (More info from Straightline International, 60 Madison av, NYC 10010; 212/779-2626; fax 212/779-2939)

#### NEW BENCHMARK MEASURES CORPORATE EH&S REPORTS

Based on analysis by *Corporate Public Issues & Their Management* (CPI) of 45 environment, health & safety reports covering '95 operations. Companies with the 10 excellent attributes:

- Produce an annual EH&S report for stakeholders;
- Devote sufficient resources for EH&S quality;
- Ensure EH&S policy infrastructure supports programs;
- View EH&S as a financial asset;
- Assure EH&S considerations permeate operations, with programs matching geographic scope (e.g. global);
- Hold EH&S training seminars on-site at locations for stakeholders (e.g., employees, customers, suppliers, etc.);
- Embrace EH&S partnerships;
- Establish specific EH&S goals;
- Implement measures for accountability (such as audits, with recognition & reward for performance);
- Encourage board committee oversight.

CPI honors 10 companies "for their leadership in setting standards of excellence for others to follow":

- Ashland Oil (excels in educational initiatives)
- Coors Brewing (outstanding partnerships & initiative from a smaller org'n)