

4. **People in all walks of life will talk to show producers & talent** -- even if they may be harmed in some way by the ultimate product of the program. Each of us needs an audience for reasons only we know.
5. **The most damaging information or story points** will come from individuals who work with us or who have worked for us; from documents or studies that should never have been written or done; from hand-written notes in the margins of otherwise innocuous documents; or from dumb, colorful statements or phrases a spokesperson just couldn't resist saying.
6. **Be prepared to aggressively research, attack & counter** each area of inquiry. Sometimes adequate proof can eliminate whole areas of questioning, but don't count on it. For the purposes of a segment's theme, new information or the righting of a wrong may not be persuasive enough to get the "wrong" out of the segment. (More from him at 914/681-0000)

HOW TO ADAPT QUALITY IMPROVEMENTS TO PUBLIC RELATIONS

Chuck Sengstock, the pr quality guru recently retired from Motorola, has put together a workbook -- *Quality In The Communications Process*. Many of Motorola's successes in translating traditional factory-oriented quality improvement techniques to the administrative areas are recounted.

Six Sigma is the name of Motorola's quality improvement & measurement program. It's a statistical term meaning 3.4 defects per million steps. That's about 99.9997% -- or virtual perfection. To put it in perspective, the world operates at 4 sigma -- 6,210 defects for every million steps or procedures (based on Motorola's research).

THE 6 STEPS TO SIX SIGMA

1. Identify your product or service.
2. Identify the customer(s) for your product or service; determine what they consider important.
3. Identify your needs to provide the product/service so that it satisfies the customer.
4. Define the process for doing the work by mapping it -- examples are included in the workbook.
5. Mistake-proof the process & eliminate wasted effort.
6. Ensure continuous improvement by measurement, analysis & controlling improved process.

"Management's continuous support is central to the success of these initiatives. In the end, I believe your staff will agree that a quality improvement program is one of the most stimulating things they could encounter. It will change once and for all the way they view their work & their service to customers." (Available from Motorola University Press, 1295 E. Algonquin rd, Schaumburg, IL 60196; 800/446-6744; \$20)

WHO'S WHO IN PUBLIC RELATIONS

HONORS. Ferne Bonomi, longtime NSPRA & PRSA leader, named

Communicator of the Year by Iowa School PR Ass'n.

PR NEED: STUDY FINDS WORKER EMPOWERMENT STILL MOSTLY TALK

The bottomline impact improved internal communications can have is powerfully demonstrated in a new survey by Kepner-Tregoe. Despite all the rhetoric to the contrary, it found many organizations are not utilizing the brainpower of employees.

Most employees surveyed, hourly workers & managers, say they are not encouraged to use critical thinking on the job -- but would like to. In many cases, it is openly discouraged by top management. Tho all evidence shows involvement increases productivity & innovation, the worker-as-automaton approach prevails with many executives. Details:

- **Lost opportunity.** 62% of hourly workers & 63% of managers say their org'ns use 50% or less of their collective brainpower.

From a list of 13 barriers to effective thinking, managers & hourly workers are in agreement as to which are the most significant:

Ranking by Hourly Workers

- 1) Organizational politics
- 2) Time pressure
- 3) Lack of involvement in decisionmaking

Ranking by Managers

- 1) Time pressure
- 2) Organizational politics
- 3) Lack of involvement in decisionmaking

- **Lack of training** is a barrier for hourly workers. 52% receive no training; 40% of managers admit this is true. However, 72% of managers do receive training.
- **Communication can help.** Lack of information needed to solve problems is a barrier for 51% of hourly workers & 45% of mgrs.
- **Lack of rewards** for trying to solve problems. 67% of hourly workers & 52% of mgrs are not rewarded for making the effort to think thru problems, unless they succeed.
- **Lack of impact on decisionmaking.** 47% of hourly workers say their recommendations are not acted on by their supervisors. But 77% of mgrs think they are.
- **Transparent communication needed.** The reasoning behind mgmt decisions is not communicated to employees. 57% of hourly workers & 49% of mgrs do not understand why senior mgmt makes the decisions it does.



- **Strategy unclear.** 39% of hourly workers & 29% of mgrs do not have a clear understanding of how they are expected to use their brainpower in problem solving & decisionmaking.

RESPONSES INDICATE A WIDESPREAD PROBLEM WITH COMMUNICATION

Workers & mgrs do not know:

- The level of annual sales at their site (39% workers, 14% mgrs)
- The overall organization's annual sales (42% workers, 21% mgrs)
- Whether employer's profits had increased, decreased or stayed the same over the last 3 yrs (25% workers, 9% mgrs)
- Writes one respondent about mgmt's ability to communicate vital info to employees: "Management is the truck pulling the rest of the organization along behind in the trailer, with no means of communication except an occasional rest stop."

4,000 surveys were mailed last fall; 1,414 were returned, of which 641 were from managers, 773 from hourly workers. (More from K-T, PO Box 704, Princeton, NJ 08542; 609/921-2806)

HOW TO SPOT ORG'NS WITH CRITICAL THINKING PROFICIENCY

1. **Can everyone**, from the plant floor to the executive suite, articulate the process he or she uses to solve problems & make decisions?
2. **Close alignment** between the general business processes & the process used by individual problemsolvers & decisionmakers.
3. **Clear role definition.** Does everybody know who addresses what issues? Are the boundaries delineated for what gets relegated up, delegated down or resolved here & now?
4. **If the organization is not satisfied** & continually looking to improve, critical thinking is probably alive & well entrenched. Look for humility, particularly in the executive suites.

TREND: SELF-HEALTH MAKES ADVERTISING AN ATTRACTIVE VEHICLE

Today's consumers are "advocates for their own health." They are more informed than ever before, says Joy Scott of Scott-Levin -- a healthcare consultancy. As a result, direct-to-consumer (DTC) ads for prescription drugs are **redefining relationships** among patients, physicians, pharmaceutical manufacturers & healthcare payers.

That's the conclusion of her firm's *Direct-to-Consumer Advertising: 1996*. For example, results show:

- Patients who ask for drugs they see advertised influence the care of those who do not request a particular medicine. A third of physicians

surveyed say when patients ask for a specific product, they are more likely to prescribe it to others who do not make a request. This "spillover effect" is most pronounced among psychiatrists.

- More physicians are likely to prescribe a medication a patient asks for, unless the treatment is contraindicated. Doctors who are "very likely" to prescribe a requested drug rose from 13% in '89 to 19% in '96.
- In '89, 16% of doctors would not consider changing their therapy selection when a patient requested a different product. In '96, **no doctor was willing to say he or she would not listen to patients.**
- High visibility: 76% of patients were exposed to DTC ads in '95. 85% in '96.
- Doctors see the ads, too. Exposure among physicians is nearly 80%, indicating that **"print & broadcast media are effective tools for reaching doctors as well as consumers."**
- However, about half of doctors say their attitude toward the ads is negative, consistent with similar surveys in '95, '92 & '89.
- Consumers also have reservations. In '96, only 45% believed DTC ads were reliable, compared with 69% in '92.
- Most of the HMO pharmacy dirs surveyed have negative opinions about DTC ads; 75% have become more negative in the last few years. Some also are unhappy they don't get advance notice of DTC campaigns.
- Spending on DTC ads grew from \$345 million in '95 to \$610 million '96.

Study is based on responses from 5,000 physicians representing 14 specialties, 5,000 consumers & in-depth phone interviews with HMO pharmacy dirs responsible for about 20% of Americans covered by managed care. (More from Art McKee, 215/860-0440, or art@scottlevin.com)

WHAT TO DO WHEN YOU'RE TARGETED BY MAGAZINE TV SHOWS

This year, more than 30 will be on the air, & even more are being developed, writes Jim Lukaszewski in *Executive Action*. From his experience with clients who have been targets, he offers these lessons learned:

1. **Ignoring them won't make them go away** &, in fact, may actually stimulate more aggressive approaches.
2. **Many of these programs have enormous market power.** *60 Minutes* has been one of the top ten programs on tv since it first aired more than 25 years ago. *20/20* is younger but a solid money maker.
3. **But many have no market power.** Always ask for a video sample if you're not familiar with the program on which you've been asked to appear.