

3. "Internship opportunities, a key ingredient in securing a job in pr, will also be jeopardized because Maryland students will not be prepared to compete for pr internships with students who are sufficiently prepared."

## TWO CLASHING TRENDS MAKE PR TOUGH -- BUT ESSENTIAL

One way to assess the human climate, as Phil Lesly termed it, is to analyze 2 trends, very long in maturing, that now rule:

1. **Continual rapid change:** While the results are often positive in some sense, they inevitably bring negatives as well. Social, economic, technical or political upheaval is the end result, which means some people benefit, others lose. If today's gadget-ridden, materialistic life is better, why is there so much stress & it takes 2 or more persons working in a family just to pay the bills -- when a single generation ago, 1 worker supported a fairly well-off household?
2. **Demand to participate:** Even tho change means there are more & tougher decisions to be made, people want to participate in them -- an impossibility for simple time-constraint reasons. But the move toward increasing empowerment & democratization goes back many centuries & is not about to end. We all want buy-in on decisions that affect us.

There's a 3<sup>rd</sup> trend that completes the current environment:

3. **Overcommunication:** With it goes concomitant inability to understand, and therefore less decisiveness -- or even basic ability to gather the relevant data in this sea of information. There's a huge trust problem largely for this reason. And, frankly, much of the data available is skewed & untrustworthy.
  - **PR is a key player** in dealing with each of these trends -- and must bear much of the responsibility for the 3<sup>rd</sup> one
  - **Strategies that can keep these trends in balance** -- or, since that may often not be possible -- can keep them from crashing headlong, may be the most valuable contribution practitioners can make
  - **This analysis confirms why face-to-face relationship building** is the tactic of choice. How else in an overcommunicated world of constant change can stakeholders possibly participate and get the information they need to do so constructively? And, just maybe, have some trust in the process.

## WHO'S WHO IN PUBLIC RELATIONS

**HONORS.** G. Irvin Lipp (pa sr programs mgr, DuPont, Wilmington, Del) named DuPont's first Public Affairs Fellow for exemplary status thru demonstrated sustained accomplishments & results. Lipp will now lead DuPont's global crisis mgmt effort & be a resource

for pa & gov't afrs pros thruout the company.  
Elizabeth Toth (Syracuse U.) wins '98 Pathfinder Award from Institute For PR for original scholarly research making "a significant contribution to the body of knowledge & practice of pr."

## HOW MONDAVI USES VISION STATEMENT TO DRIVE COMPANY BEHAVIOR

"People -- & how they choose to behave -- will determine who wins" is an observation Robert Mondavi Winery listened to as it changed from a top-down hierarchical org'n to one that shifted power to each winery, reducing layers of mgmt, empowering people, & encouraging open, fluid communication.

### ESSENTIAL VISION / VALUES / CORE BEHAVIORS STATEMENT IS USED DAILY

1. **In the flux of change, sr mgmt (8 people) drafted such a statement.** Thinking was "based specifically on what the business is today & what we think it will be in the next few years," Alan Schnur, svp, told pr.
2. **Then sr mgrs each met with 6-10 groups of 15-20 employees** to present the statement & talk about where the business is going. Every employee had an opportunity to meet & discuss the statements & offer their reactions.
3. **Employee comments were then brought back & a 2<sup>nd</sup> draft developed.** Again the employees met in small groups to react to the 2<sup>nd</sup> draft. "From that came a final version which we communicated to everyone in the company."
  - For statement "to be something employees would buy into, they had to help develop it. Most vision & value statements don't stick in the mind; they don't resonate from an emotional standpoint. We wanted to find out what it is that people remember & what they get excited about."
  - Resulting vision statement is short, used constantly & remembered: "**We will be the preeminent fine wine producer in the world.**" It's used in every voice mail message from the CEO; in all statements to analysts; in almost every com'n from CEO's & Schnur's offices; it begins almost every formal presentation to employees; it's the basis of strategic planning & the annual planning process. "**We base everything on it.**"

### TO ACHIEVE VISION, 13 CORE BEHAVIORS ARE REQUIRED

1. Understand & exceed external & internal customers' expectations
2. Add value in everything we do
3. Treat everyone as a valued member of the team
4. Recognize quality contributions
5. Solicit ideas/feedback to improve processes & performance
6. Provide info/education so everyone can be an ambassador
7. Develop employees' skills
8. Be open to change
9. Lead by example
10. Accept responsibility for our performance
11. Communicate openly
12. Celebrate success
13. Provide a safe, healthy & fun work environment



**PEER / UPWARD FEEDBACK PROCESS BRINGS CORE BEHAVIORS TO LIFE:**

- **Quarterly survey of behavior is based on observation, not evaluation** -- an important distinction. "We're trying to change behavior. We've outlined in our core behaviors what will help us be a better performer. We then say, take the behaviors you need in your dep't or team to be world class & put them in the form of a questionnaire where you ask each peer of that employee how often they see the individual demonstrating that behavior. We're simply looking for frequency. The rationale is if you can get people to do a behavior more often, it will eventually become a habit. That's what we're finding here."
- **Brief questionnaire seeks info on 5-7 behaviors:** ie, team member "asks for input on his/her performance"; "demonstrates respect for co-workers"; "provides timely info about the business." Each team member (teams of about 10) confidentially fills out a questionnaire for each member of his/her team based on personal observations. Data is tabulated, sent back within 2 days to each employee revealing his or her individual results. "We want it to be very timely."
- **Began with basic things like encouraging people to ask for input** on how to improve. "After 2 years, we now have nearly everybody seeing their colleagues & superiors & direct reports asking openly for input -- how am I doing at my job." Schnur sees this as an important behavior change.
- **Underlying principle is** "most people are motivated intrinsically -- driven by their own sense of values to improve. They want to be seen as doing a good job." There is little trapping of accountability around the survey & it's not part of any formal process, tho some units want to tie this to promotion/salary increases & will be allowed, but it hasn't happened yet. Schnur believes "there's no need to tie to money because that's not as important or as motivating as people's own drives to be seen as good, caring & honest, wanting to try hard & do well."
- **Dep'ts are now choosing to survey every 6 mos or yearly** because "they say they don't need the forum to tell people what they think -- which is its entire purpose. This is a crutch to get people to the point where they can actually talk to each other. Rather than filling out the survey, now they can walk up to their coworkers & tell them. Performance & behavior changes are still moving forward even without quarterly surveys." But Schnur feels surveying yearly is too infrequent.
- **Thru this process, people get good at these behaviors.** They end up getting high scores over & over. So questionnaire rotates in new behaviors to work on & the learned ones are deleted. Survey must remain short & focused to keep people's attention. "Otherwise people will throw their hands up in frustration because they have too many other things to do."
- **Some employees don't like providing feedback for their coworkers.** They say that's the job of mgmt. "I explain to them, if you ever play baseball or volleyball, it's not just the coach who gives feedback, it's all the players because they're all trying to win. We're trying to win too, & it's everybody's responsibility." (More from Schnur at P.O. Box 106, Oakville, Cal 94562; 707/259-9463)

**CONFERENCES BECOMING INTERACTIVE; HERE'S AN EXAMPLE**

Internat'l Ass'n for Public Participation's (IAP2) meeting Oct 5-7 offers:

- **Community forums held off-site** to experience real projects & issues. E.g., Arizona Public Service is in the final stages of conducting a comprehensive environmental study & public involvement program to identify locations for high-voltage transmission lines & a receiving station. Forum will look at the complex planning process. Participants will tour the study area, visit with the citizen-based "Community Working Group" & have opportunities to interview 1 or 2 CWG members to obtain candid impressions. 4 such forums are offered.
- **Practical post-conference session** (Oct 7-9) at the Grand Canyon Nat'l Park. Limited to 60 people who will develop ideas for agencies managing public lands -- brainstorm ideas that will expand experience of the public involvement process, affect policy & benefit many people. Results will be turned over to the Park Service & other land mgmt agencies. (More from 800/644-4273 or 703/971-0090; www.pin.org/iap2.htm)

**¶ A Second Upcoming Conference Demonstrates Another Trend In PR**

Because people spend more of their day at work than anywhere else, a movement of people "want to enjoy our time at work & we want to be able to express our creativity, vision, passion & joy." **The International Conference on Business & Consciousness** in Puerto Vallarta, Mexico, Nov 7-14, will "help people & organizations incorporate values that will enable them to feel enthusiastic about what they are doing, how they are doing it & how it is affecting the rest of the world." Conference will provide practical tools & real-world examples of spirit-driven businesses.

One link between these 2 conferences may be APS. This is a hard-headed, bottom-line company which operates a major nuclear plant, the giant Palo Verde reactor. It has introduced "spirit" into the workplace because it makes sense for all the stakeholders ([pr](#) 11/27/95). (Info from The Message Company, 4 Camino Azul, Santa Fe, NM 87505; 505/474-0998)

**AEJMC SUPPORT FOR MARYLAND PROGRAM LISTS KEYS TO SUCCESS**

PR div. of AEJMC has issued a statement in support of the undergraduate pr major at U of MD ([pr](#) 5/18), citing it "as a model & mentor for educational institutions around the globe." It urges school's administration to consider the consequences of eliminating the pr undergrad program because:

1. **"Students will choose to attend universities where they can major in the profession**, & students who do have the option at Maryland of majoring in pr will find themselves competing in a workplace where other undergrads do have knowledge of the academic theory & practice of pr;
2. **"The PRSSA chapter will not meet the requirements** for maintaining its valuable pre-professional chapter, & may forfeit its valuable contacts & alliances gained by interacting with the profession;