

1. Displays or exhibitions of art that is created, performed or enjoyed by employees in individual offices, conference rooms, dining areas, lobbies and on the company's Intranet or Web site
2. Providing opportunities in the workplace for employees to present poetry, book & play readings, vocal & instrumental music and dance & theatrical performances
3. Fostering employee discussions about the art work displayed and presented in the workplace
4. Organizing receptions and events for employees and families to showcase art and activities

"The program offers org's an opportunity to encourage team spirit, creativity & dialog among employees," says BCA pres Judith Jedlicka. This year, art@work was tested at Cinergy, Forbes, Meredith Corporation, ExxonMobil & Principle Financial Group. Initiatives included employee art exhibits, lunchtime employee-led art lessons, performing arts presentations, etc. Forbes chair Chris Forbes, who also chairs BCA, says the program boosted morale & team spirit at his company. (Info from Michele DeSantis, BCA, 212/665-0600)

## MANY ORG'NS ARE OVERUSING VEHICLES FOR EMPLOYEE COM'N

Davis & Co. (Rivers Edge, NJ) finds org'ns fall in love with Intranet & kill all other forms of connecting to employees. Newsletters are saddled with too many objectives (like timeliness) so they don't achieve. E-mail proliferates so much that employees habitually delete messages to manage overload. Guidelines to avoid the problem:

- A. **Print publications** should feature in-depth & industry stories to reinforce messages, mission, values
- B. **E-mail** should be for time sensitive info & FYIs
- C. **Face-to-face** for key & sensitive info requiring dialog
- D. **Intranet** to allow people to browse according to their interests
- E. **Voice mail** for time sensitive info in a brief format or messages from mgmt on a regular basis
- F. **Tele- or video conferencing** to give quick overviews, answer questions & create dialog about concepts, or simply connect team members for project updates
- G. **Video** to dramatize, illustrate, or highlight concepts & programs or create and build enthusiasm

## WHO'S WHO IN PUBLIC RELATIONS

**HONORS.** Pathfinder Award, given annually by Institute for PR for original scholarly research contributing to pr knowledge & practice, to Linda Hon (U.Fla). Most recently she co-authored new methodology for

measuring relationships (pr 12/13/99). Counselor Carl Terzian (Los Angeles) elected to board of National Institute of Transplantation, organ transplant pioneer.

## EMULEX CASE: INTERNET AS SABOTAGE WEAPON FORCES RE-EVALUATION OF POLICIES BY MEDIA, WIRE SERVICES, PR

A false "news release" on the Net is picked up by Bloomberg & Dow Jones, hi-tech company's stock drops 60%. Perpetrator, unidentified at pr's deadline, posed as *rep of company's pr firm*. Release claimed company was restating its earnings, was being investigated by SEC & its CEO had quit.

- **This is not an isolated threat. Nor is it limited to stocks. Similar incidents** have hit Lucent Technologies, Chevron & other companies – even caused a run on a bank in Colombia. And how many schools, hospitals & offices have been closed from chat room comments?

Could this happen without computer com'ns? Well, data from unidentified "sources" appears every day, but usually comes from leaks or rumors fed by folks *known to journalists*. If a news release came via fax or mail containing such data, would it see print?

- **The issue is speed without thought** – haste makes waste, the major downside of Net & e-mail
- **Secondary issue is blind trust in a medium because it's new.** The glamour hasn't worn off, so basic screens applied to Old Media don't get applied here

### IMPLICATIONS FOR MEDIA & PUBLIC

Emulex CEO Paul Folino called it a lesson for the market, asking investors to "do your homework before you react." But this is a major problem with the market even when data is accurate – e.g. Gillette misses some analyst's guess of what quarterly earnings will be by a penny & even this blue chip drops dramatically (pr 4/12/99)

- **Such run-scared, shoot-from-the-hip behavior** is spilling over to life in general. Rumors or inaccurate news reports cause school closings, brand avoidance & other unfair but real damage

### IMPLICATIONS FOR WIRE SERVICES

Chain of com'n was from perpetrator to Internet Wire, 6-month old competitor to Business Wire & PR Newswire. At issue is IW's checking procedures. AP & Reuters don't monitor the service so didn't carry the story. Bloomberg & Dow Jones do so went with it.

- Bloomberg ed Matt Winkler wrote staffers "**ASSUMING is hazardous to our reputation.**" He told AP "The issue is us – how rigorous are we as reporters & editors? This is really about news judgment, not the external source" – i.e. "Does this make sense?" If not, write only what you do know or can confirm – in this case "the company's shares are fluctuating & the company isn't responding to calls about a press release with the company's name on it"



**IMPLICATIONS FOR PRACTITIONERS**

Winkler also urged staffers to “go to the top” – CEO, CFO or major source. “PR dep’ts are the

least satisfying sources. *Reliance on the pr crowd is the surest route to the narrative graveyard.*” (Full Bloomberg statement from [prr](#))

Given the media environment, Golin/Harris’ Tim Johnson (San Francisco) suggests 3 guidelines for the brave new world of electronic com’ns:

1. **Have continuous real-time monitoring** in place to track anything written about you
2. Put in place & rigorously adhere to **security-focused procedures that allow media to verify** with certainty that info is accurate & approved
3. Have **crisis plans that include** means of handling situations like this one

**CASE: NEW CEO DRIVES VISION FOR BELEAGUERED HOSPITAL – REBUILD RELATIONSHIPS & EMPOWER EMPLOYEES**

A few months ago, the Joint Commission on Accreditation of Healthcare Org’ns placed the once esteemed Shady Grove Adventist Hospital, located just outside DC, on conditional accreditation. The hospital had been hit by reports of poor patient care. In one instance, doctors operated on the wrong hip. In another case, a patient died while left unattended. These incidents, combined with a nursing shortage, state compensation changes & organizational instability, caused patients & employees to take flight. Nonprofit hospital felt the financial impact: gross revenues down 8% from the previous year – a loss of over \$6 million. Loss of accreditation is a scary thing for a hospital, as it can block receipt of Medicare funds.

**MANAGEMENT SHOULD SERVE EMPLOYEES & DOCTORS**

William Robertson, new CEO of parent company Adventist Healthcare (Rockville, Md), says that in the past, management failed to support employees.

“When you have an integrated healthcare delivery system, too often there’s a tendency to become enamored by the growth,” he told [prr](#). “You forget about the care of people” – a mistake he won’t make. He notes:

- “I should be the chief servant of the organization. It’s not about Bill Robertson, it’s about getting committed people together to move forward.... What we’re really focused on is building relationships”

Among 5 goals for Shady Grove, no. 1 is: make it the best place to work. Employees come first, he says, because they *have* to be on-board for the organization to succeed. Changes are underway. “These seem like touchy feely things, but they set a tone”:

1. **“Discussions with Debbie”:** Hospital’s new pres, Deborah Yancer, periodically rounds up a random group of employees & meets them one on one, allowing them to voice their concerns individually
2. **Stocked supplies.** “We’ve made sure that we have plenty of supplies so they are there when people need them.” Sounds like a small thing, he says, but it’s a lot of stress on employees when they have

to run around looking for things. *It’s a symbol management understands & cares*

3. **Visibility.** “People said they never used to see senior management walking around the hospital.” Robertson visits the hospital regularly, walks the halls & talks to employees to get their feedback
4. **Support staffing.** “We’ve taken a serious look at staffing” – not just for caregivers but at support people who help the caregivers care for patients
5. **Tolerance.** The hospital cafeteria used to have only vegetarian dishes available, in accordance with Adventist dietary rules. Now, many employees are pleased to have purified meats available
6. **E-mail for all.** Allows everyone to give feedback to senior management. While everyone has an e-mail address, not all employees work with computers so some are available in the cafeteria
7. **Defined accountability.** “An accountable organization is one that is a good place to work.” It was difficult before because people were not sure who was accountable for what. Now, accountability has been defined. “People know what is expected of them – & how quickly it is expected”
8. **Round tables & forums** where people can gather with management & sound off. “Leadership’s job is to create an environment where people can do their best”
9. **Targeted Pub’ns.** Newsletters & other print vehicles are “entity” rather than “system” specific, i.e., they focus on things germane to readers at each locale

**IS “THE LIEBERMAN EFFECT” CATCHING ON?**

The not Adventist, CEO is in tune with the faith element of the religion & the tenet that everyone should serve the community. “It’s an ethical imperative for org’ns, hospitals in particular, to demonstrate compassion. People want to be engaged with that kind of environment. It’s more than just a job or paycheck.” This principle has helped many Catholic hospitals thrive in recent years, attracting patients regardless of their religion. (More from [www.Adventisthealthcare.com](http://www.Adventisthealthcare.com) or 301/315-3044)

**BURNT OUT WORKERS TAKE TO THE CANVAS, OR THE PIANO; NEW PROGRAM ENCOURAGES ART AT WORK TO REDUCE STRESS**

As companies strive to keep in step with tech advances & competition, employees’ feelings of individuality & self worth can be left in the dust. That’s why Business Committee for the Arts has launched a program it hopes will soothe burnt out employees struggling to balance work & home life and feeling like cogs in a machine. Art@work aims to encourage creativity & bring out the individual in all employees, from the greenest of mail clerks to the seasoned CEO.

**SHOW & TELL**

Program invites workers to bring art they create, perform & enjoy into the workplace to be shared with colleagues. Every October, which is national arts & humanities month, a participating company designates one or more days to an array of activities recognizing the creative talents of employees. These include: