

up for grabs. I think we're going to find this generation [boomers] developing a whole new model of maturity that is largely based around service and contribution and helping.

During the next 20 years, the number of 50+ Americans will grow by 40 million people. **Companies and industries that can sensitively and creatively meet their needs are posed for explosive growth.** Big winners are likely to be: financial services, mutual funds, annuities, estate planning, long-term care insurance, reverse mortgages, pharmaceuticals, anti-aging therapies, nutraceuticals, medical devices, adult education, adventure travel, senior housing, assisted living, home security, eldercare management and internet cemeteries. (More information from www.agewaveimpact.com)

ITEMS OF INTEREST TO PRACTITIONERS

- ¶ **Online Desktop Resource Is A Self-Service, Refresher Course For Managers** from Harvard Business School Publishing. *ManageMentor* offers 33 topics (for example, managing crises, negotiating, leading & motivating, keeping teams on target, dismissing an employee, managing difficult interactions, retaining valued employees); each topic offering tips, step-by-step guides, core concepts, tools, self-evaluation questionnaires and links to relevant articles. Its price varies according to size of the organization. Since it was introduced in 1998, 500 corporate sites have purchased the system. (More info from www.hbsp.harvard.edu/hbsp/hmm/hmm_enter.asp)
- ¶ **Out-Of-The-Box Marketing Thinking** is seen in a consumer catalog from Public Service of NH. Includes energy saving products with style for the home.. "This is one way we are promoting the 'energy-efficiency ethic' in New Hampshire, encouraging customers to use energy wisely with an eye on the environment." As well as being able to order using a toll free number, catalog lists stores by location that offer these items. PSNH receives no profits from the sale of any of these products, notes the catalog. (Smart Living, P.O. Box 270, Hartford, CT 06141)
- ¶ **Websites That Focus On Words** are offered by Mark Bazer of Tribune Media Services. They include: 1) Merriam Webster's word of the day sent to your e-mail address each morning with its definition (www.m-w.com/cgi-bin/mwwod.pl); 2) extensive list of palindromes, plus links to other similar sites (www.palindromes.org/); 3) investigates international English from a British viewpoint, includes weird words, turns of phrase, reviews of dictionaries (www.quinion.com/words/index.htm); 4) a crossword puzzle dictionary – enter the clue, number of letters needed and it will give you a number of possible answers (www.oneacross.com); 5) the anagram genius server (www.anagramgenius.com/server.html); 6) About.com's teen writing section has one of the Web's nicest onomatopoeia lists (<http://teenwriting.about.com/library/blank/blstory1459.htm>); 7) sports cliches collected and divided according to sport (www.sportscliche.com/); 8) rhyming software programs for a fee and a free rhyme search engine (www.rhymer.com/); 9) made up words – sniglets – to describe funny phenomena we all know but don't know exactly what to call (<http://almavijai.sphosting.com/Sniglets/sniglets.html>).

WHO'S WHO IN PUBLIC RELATIONS

AWARDS. Kurt Stocker (assoc prof, Northwestern U & pr consultant) receives *Arthur W. Page Society Hall of Fame Award* for career achievements & outstanding contributions to the profession.

Arthur W. Page Society's *Distinguished Service Award* recognizes the late Patrick Jackson for his contribution to the pr. Presenter Betsy Ann Plank said: "A tribute to his vision, caring & genius in inspiring us all."

DON'T LOOK FOR THE FACE OF BLACK AMERICA, BECAUSE THERE ISN'T ONE; LOOK FOR SEGMENTS WITHIN THE PUBLIC

Practitioners should be careful when trying to reach the "black public," because the community is diverse – and is becoming increasingly so, cautions Edward Rutland, exec vp, Matlock PR (Atlanta). The fact is, the black community is not only young and old, it's also northern, southern, urban and suburban, and, in the past 10 or so years, African, African American, Haitian, West Indian, Jamaican, and so on. "Even the term 'African-American' is becoming a problem," he told *pr*. Differences are illustrated, he says, by the number of "black" radio stations in major markets. Urban areas now carry Gospel (even that is divided into more traditional and hip hop), Hip Hop, Oldies, Jazz, Calypso and Caribbean.

This singular optic is not just the result of white prejudice lumping all blacks together. "It also stems from the unity achieved after segregation," notes Washington Post writer Darryl Fears. "In the '60s, black unity became 'Black Power' and 'Black is Beautiful.' Black people acknowledged each other as 'brothers,' developed elaborate handshakes ending in hugs and spoke slang to communicate dissenting thoughts past the ears of white people." But that **began to erode as black foreigners began arriving** after the 1965 Immigration Act, which, he notes, "African Americans were instrumental in getting passed."

DIFFERENCES STEM FROM HISTORICAL PERSPECTIVE

The new influx of immigrant black populations, and marked differences among American-born blacks, calls for new approaches. Some points to consider:

1. **Differences abound among American-born blacks.** Rutland says, for example, southern blacks are southerners and noted for the same characteristics as white southerners – "friendly with a laid-back attitude and tendency to be more open, there are also more living suburban lives and tend to be involved with family. Obviously, northern blacks escaped slavery, segregation, etc. They assimilated to a greater degree." He says the earlier escape from a heritage seems to be evidenced by higher esteem among this group, overall.
2. **Foreign-born blacks are increasingly gaining a foothold.** In Miami, the West Indian population makes up 48% of the black population. In NYC, nearly a third of it is foreign born. In DC, this segment has risen to 8% from 1% in 1970.
3. **Foreign-born respond to aspirational themes.** "That is, they came to America for opportunity" and respond to messages supporting that idea.
4. **"They form balkanized neighborhoods."** Haitian, Jamaican, Senegalese, Nigerian, Ethiopian – within major cities they tend to stick together in their own communities.

5. **Don't forget the language barrier.** This is creating some conflicts with Americans as a whole. Some immigrant blacks, staying largely within their own communities, speak French, others Creole, others Swahili, others Somali.

“The real difference tends to be that of perspective rather than color,” says Rutland. Often, foreign-born blacks grew up in areas with black majorities ruled by black governments. There was no white imposed segregation or history of slavery and colonialism. “They have always considered themselves to be free.”

Rutland's firm follows the credo that “diversity” doesn't refer to color. “It means different people in different places in their lives. All of these different points of view impact how messages are going to be received.”

He recommends these websites: *diversity.com*; *blackamericaweb.com*; *blackenterprise.com*, and *diversitycentral.com*. (More from Rutland at 404-962-8430.)

PAGE SOCIETY EXAMINES GLOBALIZATION ISSUES; CEOs ARE THE KEY TO SUCCESS BUT ARE UNSURE OF HOW, SAYS RESEARCH

“CEOs are much more insecure and unsure of global strategies than we think,” Jeffrey Garten, the Dean of Yale School of Management, told Arthur Page Society participants at their recent annual meeting. Presenting data from his personal interviews with 40 CEOs around the world – now published in *The Mind of the C.E.O.* (Basic Books, NYC) – Garten sees similarities in the outlook of these powerful people in giant organizations. Three specific reasons contribute to CEOs' outlook, concludes Garten:

1. **Size and complexity:** Global organizations are so big that they are becoming unmanageable. Trying to achieve common goals in a complex system is very difficult. Infrastructure is tough due to local systems and culture; for example, “there is no global accounting system and financial languages aren't lined up.”
2. **Public policy issues:** Most of the problems facing global organizations are public issues. “How government and business interact is not taught in business schools but global organizations are interacting with public issues most of the time.”
3. **Discomfort with social responsibility:** While senior managers are confident in the business arenas, “the emerging arena of social responsibility/corporate citizenship is uncomfortable – not where they see their confidence.”

“The luxury of living in the focus of shareholders and return analysis only is over,” says Garten, “as is the balance between public and private. Public is going to win out.” Garten says the bottomline is that “CEOs of the next years will have to be substantial public figures – not over stock prices but other issues important to the world.”

“The dilemma for a CEO is stark and possibly irresolvable. Creating value today rests on establishing strong links with a wide range of constituencies, which requires taking a long-term view. Meanwhile, financial markets are more riveted on short-term results than ever, and investors have become merciless in their quarterly referendums on a CEO's performance.”

AMERICANS' PERSPECTIVE TRANSCENDS NATIONAL INTERESTS – IT'S GLOBAL AS WELL

Americans generally have a more positive than negative attitude toward globalization, reports the Program on International Policy Attitudes (PIPA), a joint program of the Center on Policy Attitudes and the Center for International and Security Studies at the U of Maryland's School of Public Affairs. A large majority favors moving with the process of globalization and only a small minority favors resisting it. Rather than limiting their values to the concept of national interest they are oriented to a global context. Other findings:

- Overwhelming majorities feel **U.S. companies operating outside the U.S. should be expected to abide by U.S. laws** on working conditions and the environment, even though they recognize this would likely lead to higher prices.
- A very strong majority supports **increased international cooperation**. Support is strong for international institutions dealing with global problems like terrorism, the environment, and human rights issues.
- Americans are aware that **popular culture is having a major impact on the world** but most reject the idea that it poses a threat to other cultures. The majority does not show any desire to spread American culture, nor feel that it is a major cause for terrorism. (More information from www.americans-world.org.)

ORGANIZATIONS SHOULD SEIZE OPPORTUNITIES IN THE NEW MODEL OF MATURITY

“After 27 years of study, research and mind-stretching discussions about the future with hundreds of thousands of people throughout the world, I am convinced that **we now stand at the brink of a long sought-after longevity revolution** that could shake-up our lives, institutions, workplaces and families in more dramatic ways than either the industrial or technology revolutions of past centuries,” writes Ken Dychtwald, a leading authority on aging. He offers these insights:

- **People are liberating themselves from having to “act their age”** – causing all of society's markets to shift. In response, in the years ahead, it's likely that a new stage, “middlescence” will occupy the period from 40-60, late adulthood from 60-80 and old age will be postponed to 80+.
- Traditional “linear” life paradigm – migrating through education, then work, then leisure/retirement – will be replaced with a “**cyclic**” life paradigm where **education, work and leisure are interspersed repeatedly throughout the life span**. Phased retirements, part-time and flextime work and “reirements” will become common options for mature adults who'll either need to or want to continue working. With the new paradigm comes the need to encourage lifelong learning and multiple career reinventions and to smash the “silver ceiling” of age discrimination.
- **Trend toward home-based care** is as certain as the sun rising tomorrow morning. In 30 years there won't be nursing homes, as they are now. Home will be the environment of care, and professionals &/or technology will enable that.
- **Moving away from a focus on service to the elderly to what they can contribute**. What is society's role in maturity? It's an undeveloped question with an undeveloped answer. I'd say it's