

At a time when women were relegated to household duties only, Addams made a radical leap – at that time – involving women in the “well-being of the *civic* household.” “She worked to make her Chicago neighborhood and the wider society a cleaner, healthier and more democratic home” it tells in her biography: *Jane Addams and the Dream of American Democracy*.

In today’s terms, this arena would seem laughable. But in that time, it was a major first step toward changing attitudes and behaviors of a society that saw women’s role very conservatively.

It is a **lesson in behavior change strategy**: the ultimate desired behavior is not where one starts. **Incremental steps allow 1) attitudes to shift and 2) behaviors to be practiced 3) without threatening others or causing resistance.**

Addams set up such novelties as “nursery schools and a kindergarten, playgrounds, clubs, theater groups, art galleries, music schools, language classes, reading groups, lecture series, handicraft centers and Labor Museum that transcended class lines and mutually benefited all concerned.” This allowed people to practice the behavior that Addams sought – “reciprocal dependence of classes on each other.”

## ITEMS OF INTEREST TO PRACTITIONERS

- ¶ **Network Time Allocated To PSAs Shrinks**, reports the *NY Times*. A study by the Kaiser Family Foundation discovered that ABC, CBS, NBC and Fox donated only an average of 17 seconds an hour to PSAs; cable networks averaged 7 seconds. One reason: networks use the ad or PSA slots to promote their own shows.
- ¶ **Pitfalls Of Doing Business In China** is offered by Zhong Li (founder of Hoffman China) and Lou Hoffman (The Hoffman Agency). Pitfalls include: **1) Americanitis** – assuming that what works in the west also works in China. Not so. China has its own market characteristics, culture, language, society beliefs, etc. Be aware of cultural differences such as cold calls without proper 3<sup>rd</sup> party introductions are usually not well-taken; writing in red ink is taken as a lack of respect; to be accepted, choose a Chinese company name that is culturally sensitive. **2) Unrealistic Expectations** – don’t expect immediately to have the same high profile or substantial market share as you have in the US. It takes time & patience to build reputation in China as in the US. **3) Translation Instead of Localization** – localizing means *really knowing* the target audience, and this goes far beyond the simple translation of materials. You must shape content to the specific characteristics of the Chinese market. Note that simplified Chinese is adopted in mainland China, while Hong Kong and Taiwan use traditional Chinese. (More info by subscribing free to *China High Tech PR Newsletter* at [www.chinahightechpr.com](http://www.chinahightechpr.com) or call Zhong Li at 408/975-3063)
- ¶ **Black, 9x12” Envelope Gets Attention In Sea Of White**. Envelope’s contents announce the launch of Katie Paine’s new company – KDPaine & Partners (Portsmouth, NH). Large black envelope holds 4x3\_” white mailing label with KDPaine & Partners printed white on black rectangle toward the top of the label, which adds to the sharp, eye-catching contrasts. Postage stamp in top right corner completes the package with a personal touch. ([www.measureofsuccess.com](http://www.measureofsuccess.com))
- ¶ **School Of Journalism And Public Relations** is the new name, replacing School of Journalism, within the College of Communications at the University of Tennessee. The faculty of the school last year voted unanimously to change the name to recognize both educational programs. The school’s name change “is one of its kind in the country,” believes faculty member Lisa Fall.

## HOW PR CAN DOCUMENT ITS OVERALL VALUE TO THE ORGANIZATION BY MEASURING OUTCOMES, NOT OUTPUTS

From a review of research showing that public relations contributes value to an organization when its programs result in quality long-term relationships, Linda Hon and Jim Grunig identified **two types of relationships** and **four relationship outcomes** that define the quality of long-term relationships. They then developed indicators to measure the effectiveness of pr programs and their value to the organization. Though not exhaustive, these indicators provide a good measure for evaluating relationships. Two types of relationships between an organization and a public are:

1. **Exchange Relationship**: One party gives benefits to the other because the other has provided benefits in the past or is expected to do so in the future. A party is willing to give benefits to the other because it expects to receive benefits of comparable value from the other. This is the essence of marketing relationships between organizations and customers but it’s usually not enough for a public. Publics expect organizations to do things for the community and their stakeholders for which organizations sometimes get little or nothing in return – at least at first.
2. **Communal Relationship**: Parties are willing to provide benefits because they are concerned about the welfare of the other, even when they believe they might not get anything in return. The role of public relations is to convince management that it also needs communal relationships with publics such as employees, the community and the media.

Research by Grunig and Hon (1999) and Grunig’s recently released research are part of an on-going series of research papers developed for the Institute of Public Relations’ Commission on PR Measurement and Evaluation. It’s “another of the stepping stones toward **finding ways to show the real value public relations adds to the bottom line**. We also believe it is an added technique to help practitioners explain their roles more effectively to top management,” says Jack Felton, president of IPR.

Relationships often begin as exchanges and then become communal as they mature. At other times, a communal relationship may need to be built before an exchange can occur. Nevertheless, **a measure of the degree to which a public believes that it has a communal relationship with an organization is perhaps the purest indicator of public relations’ success.**

Grunig and Hon identified many characteristics that define the quality of relationships. Four that are especially important, beginning with the *most* important at the top of the list, are:

1. **Control mutuality**: The degree to which the parties in a relationship are satisfied with the amount of control they have over a relationship. One party may be willing to cede more control to the other, however, when it *trusts* the other – the next characteristic.

- 2. **Trust:** The level of confidence that both parties have in each other and their willingness to open themselves to the other party. Trust has underlying dimensions, of which three are particularly important – a) **integrity**, the belief that an organization is fair and just, b) **dependability**, the belief that an organization will do what it says it will do, c) **competence**, the belief that an organization has the ability to do what it says it will do.
- 3. **Commitment:** The extent to which both parties believe and feel that the relationship is worth spending energy on to maintain and promote.
- 4. **Satisfaction:** The extent to which both parties feel favorably about each other because positive expectations about the relationships are reinforced.

Grunig’s and Hon’s 1999 research (*Guidelines for Measuring Relationships in Public Relations* – see [pr 10/11/99](#)) developed *quantitative* methods for measuring relationships – a questionnaire form that includes a series of agree/disagree statements pertaining to the relationship. Respondents are asked to use a 1-to-9 scale to indicate the extent to which they agree or disagree that each item listed describes their relationship with that particular organization.

Grunig’s new study, *Qualitative Methods for Assessing Relationships Between Organizations and Publics*, focuses on assessing relationships using *qualitative* methods. “Relationships cannot always be reduced to a few fixed-response items on a questionnaire. Or, one might want more detail on the nature of the relationship and more insight from members of publics and management on why they have described the relationship as they have done. Qualitative methods would be most useful for research with leaders of activist groups, government officials or journalists,” writes Grunig. **Other benefits of the qualitative method:** a) researcher knows who the participants are, which is usually not the case with survey research, b) researcher can develop a better relationship with the research participant, which usually means the participant will provide a more candid assessment of the organization-public relationship.

**QUALITATIVE RESEARCH**

Best to begin an interview or focus group by asking participants what they know about the organization. Ask a second general question about the relationship without mentioning specific characteristics. Get participants to talk broadly about the relationships first. These are called the “grand tour” questions. Grunig has developed a series of questions that then probe each of the six specific dimensions of relationships (four outcomes and two types of relationships).

Qualitative research also makes it possible to ask probing questions about the strategies used to cultivate the relationship. “Since the value of pr to an organization and society exists in the relationships developed with strategic publics, pr professionals should develop strategies to develop and cultivate relationships and then measure the indicators of the type and quality of a relationship that results from these strategies,” writes Grunig. (Download both papers free: [www.instituteforpr.com](http://www.instituteforpr.com))

**IN INTRODUCING RATE HIKE, CABLE COMPANY FINDS EDUCATION SWEETENS PUBLIC OPINION**

For cable companies, introducing a rate hike can be a pr nightmare. Not only does it generate negative press attention, it irritates customers and often involves extensive local government hearings. “One of the biggest challenges to the industry is educating the consumer as to what goes into our rate base, what they pay for monthly cable service,” Rick Jenkinson, senior vp-pr at AT&T Broadband (Denver), told

[pr](#). “The biggest component of programming is cost. It doesn’t come to us for free.” Sports, in particular, are increasingly expensive to show as players are paid more and more money. “The teams recoup that increase in what they charge to carry the games.”

When AT&T Broadband was faced with announcing two standard cable package increases in less than six months, it had to convince stakeholders that the hike was worth the extra \$1.40 a month. “The increase resulted from negotiations that placed the New England Sports Network (NESN) in the standard cable package.” Prior to that, NESN had been a premium channel. So, while it was really good news for many consumers: a) an earlier informal Boston Globe poll showed 70% of respondents would pay more to get NESN; b) the Red Sox were at the top of their game; c) fans were excited about the acquisition of hitter Manny Ramirez. Still, there was real concern that the press would spin the story as a “rate hike.”

**THE GOAL WAS NEUTRAL TO POSITIVE RECEPTION**

Prior to the announcement, AT&T Broadband spoke with consumer reporters to raise awareness about the connection

between programming costs and increases, and to prepare consumers about the possibility of an increase. “It was important that we didn’t make NESN out to be the bad guys. We saw them as partners.” The conversations with the consumer reporter prompted the online survey. The company also mobilized its government relations team to talk with community and opinion leaders, attend meetings of the board of selectmen to discuss the benefits of adding NESN to the line up.

- AT&T Broadband took advantage of the popularity of Ramirez to announce the acquisition and hike. Ramirez came on board as the advertising spokesperson. Not only did it assuage the effects of the increase, it reached out to the burgeoning Latino community.
- The company gained the support of Congressman Ed Markey, who, in subsequent news reports, said that the acquisition of NESN was good news for consumers.

**RIDING THE WAVE**

The company decided to announce the acquisition of NESN during the Red Sox–Yankees game, with Ramirez as spokesperson. The message was that the addition of NESN would “bring power to your line up.” It was released to the papers the next day with the notation that the change would mean a hike of \$1.40 per month. “We didn’t want it to come out as a second story. We wanted to tie the price increase in with the NESN announcement.”

The results: a rate increase that passed without incident. “There was no outcry of any kind,” says Jenkinson. According to Jennifer Khoury, AT&T Broadband New England dpr, feedback was positive. “There were 18 million positive impressions (in the press). We wanted consumers to see a positive difference in the line up. We were able to move public opinion in favor of the change.”

**BEHAVIORAL CHANGE HAPPENS ALONG A CONTINUUM – JANE ADDAMS EXAMPLE SHOWS POWER OF ONE STEP AT A TIME**

Though some feminists criticize her work as “public housekeeping,” Jane Addams, co-founder of the pioneering Hull House settlement in 1889, shows how **behavioral change comes incrementally**.