

PUBLIC RELATIONS

Subject Code: 14MBA HR407
No. of Lecture Hours / Week: 04
Total Number of Lecture Hours: 56
Practical Component: 01 Hour / Week

IA Marks: 50
Exam Hours: 03
Exam Marks: 100

Objective:

To provide an understanding of the fundamentals tools of public relations practice and to provide a multidisciplinary understanding of the emerging trends in the field of public relations

Module 1: (8 Hours)

What is Public Relation? – Proactive and Reactive Approaches – Public Relations Process Behavioral Public Relations Model – Persuasion Model – Two way symmetrical Communications Model – When communications is not enough – 20 great truths about Public Relations

Module 2: (8 Hours)

Theoretical basis for Public Relations –Theories of Relationships –Systems Theory – situational Theory – Theories of Persuasion and Social Influence – Social Exchange Theory – Diffusion Theory – Social Learning Theory – Elaborated Likelihood Theory - Theories of Mass communication – Uses and Gratification Theory – Agenda Setting Theory – Public Relations roles – Models of Public Relations – Approaches to Conflict Resolutions

Module 3: (8 Hours)

Employee communications – Role of employee communication – concept of Organizational culture – Establishing Communication Policy – Organizational change – Importance of employee communication – Special employee Communication Situations – Media of Employee communications – Objectives of Internal media – Starting internal media – controlling internal media - Occasional and Special media Rules of Effective Employee Relations. Frontline supervisors as the key communicators

Case: Investing in Employees Pays Off (CJSS)

Case: Southwest Airlines – Where Fun, LUV, and Profit Go Hand –in Hand (CJSS)

Case: Employee Retention: It is the employer who is on probation (LLHT)

Case: Maintaining Employee Relationship in a Tragedy (LLHT)

Kodak Communicates One - on - One with All of its Employees (CJSS)

Module 4: (8 Hours)

Community Relations – Importance of Public Relations – Community Relations Process – Guidelines for Effective Relations Programs -Specific Functions of Public Relations – Criteria for Community relations Activities – Corporate Social Responsibility & Philanthropy-Emerging Challenge of Community Activism

Case: Community Relationships Maintained During Hospital Closing (CJSS)

Module 5: (8 Hours)

Media Relations – Media Relations –Role of Media in Public Relations – Social Media – working with the media –Media Relations Program Elements –Role of Technology in Public Relations

Case: Fatal Tiger Attack at San Francisco Zoo (LLHT)

Case: There's a Syringe in My Pepsi Can (CJSS)

Module 6: (8 Hours)

Issues in Public Relations – public relations challenges –Types of Issues - Target audiences- Public Service as Preventive Public Relations – Special Interests – Importance of Compromise – Issue Anticipation – Scenario Technique

Case: Take your choice – Tobacco or Health (CJSS)

Module 7: (8 Hours)

Crisis Management – Understanding how people typically react to issues – Human Nature – Role of communications – Types of crises – News media influence - Fundamental guidelines

Case: Bhopal – A Nightmare for Union Carbide (CJSS)

Case: Sir Ganga Ram Hospital – Disaster management Plan (IS)

Pedagogy: Lecture+ Case Studies + Seminars. Faculty should bring latest issues concerning public relations in class discussions.

Practical Component:

- Related cases for each module to be discussed in the classes and presentation can be done for each case by group of students.
- Team of students can be made and asked to report the media personalities about the event held in the college. Different styles of reporting the same event can be discussed in the class with its possible reactions from the media.
- Collect the newspaper articles about various messages from organizations through spokespersons and analyze the effect of each type of delivery and impact on the audience.
- Conduct a CSR Programme for the college like Blood donation, Eye camps in association with Lions, Rotary clubs etc and gather the information's about various challenges these organizations face during such community oriented programmes.

RECOMMENDED BOOKS

- “Public Relations – The Profession and Practice”, Lattimore, Laskin, Heiman & Toth, third edition, Tata McGraw Hill, 2012 (LLHT)
- “Public Relations Practices – Managerial Case Studies and Problems” Center, Jackson, Smith and Stansbury, Seventh Edition, Prentice Hall of India, 2008 (CJSS).
- Public Relations - Paul Baines, John Egan, Frank Jefkins, Routledge, 3rd edition, 2007, ISBN - 1136370773, 9781136370779
- Public Relations: Concepts, Practice and Critique, Jacquie L'Etang, SAGE, 2007, ISBN - 1446234878, 9781446234877

- Public Management – Organizations, Governance and Performance, Laurence J. O' Toole Jr, Kenneth J Meier, 1st edition, Cambridge Publications, 2011.

REFERENCE BOOKS:

- Public Relations – Principles and Practices, Iqbal Sachdeva, 1st edition, Oxford University Press, 2009 (IS).
- Strategic Planning for Public Relations, Ronald D. Smith, revised edition, Taylor & Francis, 2004, ISBN - 1135606080, 9781135606084
- Public Relations: A Practical Guide to the Basics, Philip Henslowe, 1st edition, Kogan Page Publishers, 2003, ISBN - 0749440724, 9780749440725
- An Overview of the Public Relations Function - Shannon A. Bowen, Reprint Edition, Business Expert Press, 2010, ISBN - 1606491008, 9781606491003
- Public Relations Practices, Managerial Case Studies and Problems, Allen H Center, Patrick Jackson, Stacey Smith, Frank R Stansberry, 7th Edition.

Vtusion.in

Module 1: (8 Hours)

What is Public Relation? – Proactive and Reactive Approaches – Public Relations Process –Behavioural Public Relations Model – Persuasion Model – Two way symmetrical Communications Model – When communications is not enough – 20 great truths about Public Relations

What is Public Relation?

Public relations (PR) is the practice of managing the spread of information between an individual or an organization (such as a business, government agency, or a nonprofit organization) and the public. Public relations may include an organization or individual gaining exposure to their audiences using topics of public interest and news items that do not require direct payment. This differentiates it from advertising as a form of marketing communications. Public relations is the idea of creating coverage for clients for free, rather than marketing or advertising. An example of good public relations would be generating an article featuring a client, rather than paying for the client to be advertised next to the article. The aim of public relations is to inform the public, prospective customers, investors, partners, employees and other stakeholders and ultimately persuade them to maintain a certain view about the organization, its leadership, products, or political decisions. Public relations professionals typically work for **PR** and marketing firms, businesses and companies, government, government agencies and public officials as PIOs and nongovernmental organizations and nonprofit organizations. Jobs central to Public Relations include account coordinator, account executive, account supervisor and media relations manager. Those interested into public relations should have strong written and speaking abilities, be team focused and creative. A masters in strategic communication will enhance a marketing or communication BS or BA and make prospective employers more competitive in the job market.

Proactive and Reactive Approaches:

Proactive and reactive are two ways for a company to handle its public relations. In general, companies see being proactive as more beneficial than being reactive, in other words, if you strategically plan your public relations activities each month, you will have more changes to achieve your communication goals. Moreover, if you plan your public relations activities, in case of a crisis you have a system and you will have your internal and external communications in place to communicate as effectively as you can to your audience.

A proactive approach gives an organisation more control over their public relations planning and enables them to set the agenda. They decide how best to present the image of the company. A reactive approach gives control to someone else, with the company merely responding.

Public Relations Process:

The Four-Step Process: The logical steps followed are **RACE**

Step 1: Research – Define the public relations problem

Step 2: Planning

Step 3: Implementation (taking action)

Step 4: Evaluation

Research:

1. Who do we want to reach?
2. What do we want them to DO?
3. What messages do we want to communicate to
4. each public that will encourage desired behavior,
5. increase knowledge and change attitudes?

Program Planning: Develop a Strategy that involves

1. Identifying goals and objectives
2. Identifying target audience(s) or public(s)
3. Creating a theme for the program/campaign

Develop & Implement Communication Tactics

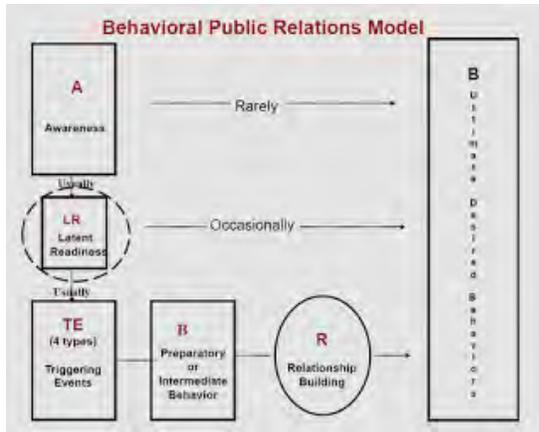
1. Tactics for communicating
2. Time line for the program/campaign
3. Budget

Evaluation During & After Campaign / Program

1. Identify research methods to be used to evaluate the success of the program/campaign during & after.
2. Determine a way to measure whether the campaign achieved its objectives.

Behavioral Public Relations Model:

In public relations, behavior is the only evaluation that counts... Yet too many practitioners think of themselves as communicators. They believe their objective is to move information, facts, data or feelings. And they evaluate success by the number of clips, attendance, reach, or similar measures. To all of which knowledgeable employers ask: So what? What has changed because of this? Never mind what our publics are thinking; the question is, what are they *doing*?



In the communication process as Jackson presents it, awareness and knowledge of an idea creates a predisposition to act on the message. Of course, not everyone pays attention or is moved to the stage of "latent readiness." But those who are may be moved along by the triggering event. **There's nothing sinister going on here**, just simple persuasion aimed at people predisposed to take action anyway. It aligns public need with opportunity to fulfill that need.

Jackson told us that successful PR practitioners build triggering events into their plans, shifting the emphasis to behaviors instead of communication. Those behaviors are the measurable outcomes that often elude the people who focus on impressions, reach, ad equivalency and other nonsense.

Awareness isn't enough to change behavior. Latent readiness occasionally works, but true behavioral change requires a combination of things: a trigger event, an intermediate step, and a continued relationship.

Although this cycle occasionally happens naturally, it usually only does so when individuals want to change their own behaviors.

JWPR uses a 10-step behavioral shift (or change management) process:

1. Goals

Determine your goals.

2. Stakeholders

Identify the stakeholders required to achieve goals.

3. Desired Behaviors

Define the desired behavior. This is one of the most challenging steps, because people often have a difficult time pinpointing the behavior that reflects their goals. From a PR perspective, people often want to define the behavior as "They will understand our product/service/offering". It is important to reach past that point: what does it look like if they understand our service? What will people do?

4. Research

Steps 4 & 5 often happen simultaneously. Research is only helpful if you ask the right questions.

5. Latent Readiness

It is important to understand each stakeholder group's natural affinity and barriers to the desired behaviors. There are both psychological barriers and structural affinities and barriers. Barriers need to be overcome. Affinities need to be leveraged.

6. Key Messages

Although messages can't contradict each other, the message for each stakeholder group needs to be appropriate, meaningful, memorable, aesthetic, and credible.

7. Strategies & Tactics

Philip Lesly identifies that 8% of a population is considered an opinion leader on an issue. They are open to discussion and willing to change their opinion. Moreover, since they are 'opinion leaders', those individuals have the ability to sway the rest of the population. Reach out to and build relationships with those individuals.

8. Behavioral Change

There are four components to making the behavioral change, which can be used independently or in any combination. Obviously, the true power is using them all:

Coalition Campaign

Robin and Stacy identified the three parts of a successful coalition campaign:

1. Identify the problem
2. Personalize the problem
3. Communicate the action that eliminates the problem

The other three components are:

Enforcement (or Mandate)

Engineered

Social

*Solution
Reinforcement*

9. Implement

Based on the available resources, prioritize the tactics.

10. Evaluations

Because goals and desired behaviors were set at the outset, evaluations are simple. Compare out the outcome to the initial behaviors. Did it work? Did behaviors change?

The persuasion model

Public relations people try to persuade audiences to learn new information, to change emotions, and to act in certain ways. Pfau and Wan define persuasion as "the use of communication in an attempt to shape, change, and/or reinforce perception, affect (feelings), cognition (thinking)

and/or behavior.” As Miller and Levine stated, “At a minimum a successful persuasive attempt generates some type of cognitive, affective, or behavioral modification in the target.” They use the following terms to talk about persuasion:

- Awareness: accepting information for the first time
- Attitudes: predispositions to like or dislike things
- Beliefs: assessments that things are true or false
- Behavior: observable actions

Two way symmetrical Communications Model:

- relies on honest and open two-way communication and mutual give-and-take rather than one-way persuasion;
- focuses on mutual respect and efforts to achieve mutual understanding;
- emphasizes negotiation and a willingness to adapt and make compromises;
- requires organizations engaging in public relations to be willing to make significant adjustments in how they operate in order to accommodate their publics;
- seems to be used more by non-profit organizations, government agencies, and heavily regulated businesses such as public utilities than by competitive, profit-driven companies.

When communication is not enough

Much is often made about the quality and quantity of ‘communication’ within and beyond an organization. But communication, even effective communication, is not enough.



The key underlying issue is not about communication at all but about effective engagement.

Communication is about sharing information and opinion. Engagement is about common cause and purpose. Communications Technology has brought us fantastically increased capability to communicate across geographic distance and boundaries. Engagement Technology must now take us to the next level. Organizational boundaries, internal and external, become less useful as individuals and groups gravitate naturally, towards common purpose and shared interests.

20 great truths about Public Relations:

1. The long-term security of the organization is far more important than the short-term expediency.
2. Perception is reality, facts notwithstanding.
3. Unfulfilled expectations create most PR problems.
4. Planning and preparation are invaluable. When disaster strikes, it's too late to prepare a crisis plan or build a legacy of trust.
5. The value of research is inestimable.
 - a) Every planned PR program should start and end with research.
 - b) Every PR plan should evolve from research.
 - c) Research should be conducted every step of the program.
6. PR needs to always play its position and let other departments play theirs.
7. Communication must always follow performance.
8. PR frequently turns on timing. Knowing when to act is as important as knowing what to do.
9. If your client, product or organization is challenged:
 - a) Don't ignore the challenge.
 - b) If the challenge is unfair, fight back as hard as you can.
 - c) If the challenge has merit, fight for corrective actions.
10. The media/PR relationship will never be better than "professional." There are no favors for free lunches.
11. Ad hoc pressure groups won't give up or go away. You have to deal with them or they will consume you in the media.
12. PR has to be involved from the beginning to have maximum impact.
13. Full and complete disclosure and communication is the best way to keep from getting greedy when entrusted with the public's money.
14. Doing the right thing is more important than doing the "thing right." There is no such thing as "corporate" ethics. People are either ethical or they aren't, and these people determine the ethics of the organization.
15. If you have to say something, the truth is always best.
16. Appeals to self-interest are seldom unrewarded.
17. Involvement in the planning stages provides "ownership" and support.
18. If top management is not sold, the project will never succeed.
19. Absent trustworthy information, people assume the worst. Rumors thrive in the vacuum of no information.
20. Most negatives can become positives with a little creative effort and a lot of hard work.

Module 2: (8 Hours)

Theoretical basis for Public Relations –Theories of Relationships –Systems Theory – situational Theory – Theories of Persuasion and Social Influence – Social Exchange Theory – Diffusion Theory – Social Learning Theory – Elaborated Likelihood Theory - Theories of Mass communication – Uses and Gratification Theory – Agenda Setting Theory – Public Relations roles – Models of Public Relations – Approaches to Conflict Resolutions

Theoretical basis for Public Relations

A theory is a prediction of how events & actions are related. There is no single theory that covers all public relations and communication. There are three theories about relationships, five about cognition and behavior, and two about media and communication. Theories help practitioners explain and predict human behavior and communication and guide organizational decision making.

- Using theories can make campaigns and messages more effective.

Theories of Relationships

Cause-effect principles or theories can guide you in understanding how organizations relate to their publics.

- Systems theory
- Situational theory

Systems Theory:

Definition: The attitudes and actions of an organization or public contribute to a cause-effect chain reaction within their environment.

The parts of an organization and public exist in relationship to each other, meaning the actions of one part affect the others.

Applying Systems Theory to Public Relations:

- Systems theory is especially useful to public relations because it helps the practitioner manage the organization's relationships.

- This theory emphasizes interdependence between an organization and its internal and external environments.

Closed and Open Systems:

- Closed System: Focuses on the history of the organization and makes decisions based on past experiences.
- Open System: Focuses on input from external publics and the organization's external environment.

Situational Theory:

Definition: People will act on an issue or situation when they believe it affects them personally and their actions can make a difference.

- **Three variables:**
 - Problem recognition: People must be able to see the potential of an issue to affect them personally.
 - Constraint recognition: People must see that they can do something about the issue.
 - Level of involvement: People must care about resolving the issue.

Two Benefits of Situational Theory:

- Helps the practitioner predict when groups will become active or remain apathetic.
- Helps the practitioner create communication strategies for specific publics.

Cognition and Behavior:

- Cognitive theories deal with thought processes while behavioral theories deal with action.
- Public relations practitioners find it useful to think about effects—how their client's behavior affects others.
 - Practitioners know that words and actions are given personalized meanings by others, and sometimes that meaning is not what was intended.
 - The practitioner seeks to influence his or her publics' interpretations to accurately reflect the original intent.

Theories of Persuasion & Social Influence:

To learn how humans think and behave, four theories are highlighted here:

- Social exchange theory
 - Diffusion theory
 - Social learning theory
 - Elaborated likelihood model
- *How do people listen and remember?*

Social Exchange Theory:

- Uses the economic metaphor of costs and benefits to predict behavior
- In general people want their costs low and rewards high (eg. Get-rich quick schemes).
- Apply to public relations by looking at how to let publics evaluate costs and rewards to show benefit of particular action.

Diffusion Theory:

Individuals can be influenced to diffuse and adopt an idea by going through five stages.

- Awareness: Topic known but knowledge limited.
- Interest: Development of interest begins; information sought.
- Evaluation: Idea applied to individual situations, more information obtained.
- Trial: Use begins on a small scale.
- Adoption: Idea, service or product adopted after being proven worthwhile.

Mass media is useful in the first two stages, and personal influence is needed in the next two before adoption takes place.

Channels Engaged In Each Stage:

- Awareness: **mass media and significant others**
- Interest: **mass media and significant others**
- Evaluation: **unbiased third parties and significant others**
- Trial: **unbiased third parties and significant others**
- Adoption: **significant others and personal experience**

Social Learning Theory:

- Social Psychologist Albert Bandera suggests that we can learn new behaviors by observing others.

- When we see a behavior that has the reward we want, we may adapt that behavior for ourselves.
- Thus, in employee relations we can see that if inappropriate behavior has been rewarded for one employee, others may follow.

Elaborated Likelihood Model:

- Theory says there are two ways people are influenced: central route and a peripheral route
- This model proposes the peripheral route in which people are influenced by such things as the following:
 - Repetition
 - Highly credible spokesperson
 - Tangible rewards (coupons, free samples)

A Summary of Theories about Cognition and Behavior:

- Social Exchange Theory: people act in ways that reduce costs and increase rewards.
- Diffusion Theory: people can be influenced to diffuse and adopt ideas through five stages.
- Social Learning Theory: people can be influenced by seeing how others are rewarded for particular actions.

Elaborated Likelihood Model: message strategies choose between central/peripheral routes based on receiver's motivation to process

Theories of Mass Communication:

- There are two theories that help us understand the powerful influence of media.
 - Use and Gratification Theory
 - Agenda Setting Theory

A Definition of Media:

- The English word *media* is a Latin derivative of *medius*, meaning *middle*.
- For our purposes we define media as...
 - all the means of communication, as newspapers, radio, and TV, that provide the public with news, entertainment, etc., usually along with advertising (Webster's New World College Dictionary, 1999).
 - Therefore, in your writing, media is always a plural noun.

Use and Gratification Theory:

- People are active users of media and choose how and when to use media based on its gratification for them.
- You should research why your particular publics use media. Do they do it...
 - as entertainment
 - to scan the environment for items that are important to them
 - as a diversion
 - as a substitute for personal relationships
 - as a check on self-identity
- **Application for the Practitioner:** The use and gratification theory helps the practitioner explain media effects, or the absence of effects. The practitioner must remember that just because a message is available doesn't mean that people will pay attention and remember it.

Agenda Setting Theory: Agenda Setting is based on the assumption that although media can't tell people what opinion to hold about an issue, it has influence on what issues people think about.

The Influence of Agenda Setting: The agenda setting theory proposes that media has the potential to build issue or product awareness, increase issue salience

Public Relations Roles....the manager

Roles have been defined in public relations theory by public relations scholars Glen Broom and David Dozier

- **Expert prescriber:** person who operates as a consultant to define the problem, suggest options, and oversee implementation
- **Communication facilitator:** person on the boundary between the organization and its environment who keeps two-way communication flowing.
- **Problem-solving facilitator:** person who partners with senior management to identify and solve problems.

Models of Public Relations Practice:

- **Press agency:** oldest form of public relations practice where propaganda tactics, special events, are used. Little regard for research or ethics.

- **Public Information:** intent is to inform through one-way information such as press releases.
- **Two-way asymmetrical model:** scientific persuasion using social science methods to increase persuasiveness of messages.
- **Two-way symmetrical model:** depicts public relations orientation in which organizations and public adjust to each other. It focuses on use of social science methods to achieve mutual understanding and two-way communication

Other newer models for Public Relations Practice: Personal Influence model: personal relationships with keep individuals is developed. Also, an asymmetrical model.

- **Cultural Interpreter model:** depicts an asymmetrical form of public relations practice but it indicates that a person doing public relations in another country needs someone who understands the language, culture, customs and politics to do business.

Models of PR:

According to James E.Grunig, there are four models of public Relations:

- **Press Agency/Publicity**

Press Agency Publicity model is also called P.T Barnum model. Press Agency Publicity model follows one way communication where the flow of information is only from the sender to the receiver. The sender is not much concerned about the second party's feedback, reviews and so on.

In Press Agency publicity model, public relations experts enhance the reputation of the organization among the target audiences, stakeholders, employees, partners, investors and all others associated with it through manipulation. According to this model, organizations hire public relations experts who create a positive image of their brand in the minds of target audiences through arguments and reasoning. They influence their potential customers by simply imposing their ideas, thoughts, creative stories of their brand, USPs of the products and so on. Flow of information takes place only from the public relations experts to the target audiences. (One way communication)

- **Public Information Model**

As the names suggests public information model, emphasizes on maintaining and enhancing the image of an organization simply by circulating relevant and meaningful information among the target audience/public. Public relations experts depend on press release, news release, video release or any other recorded communication often directed at the media to circulate information about their brand among the public. Newsletters, brochures, magazines with information about the organization, its key people, products, benefits of the products, testimonials, success stories are distributed at regular intervals among target audiences for brand positioning. In such a model, public relations experts

need to be creative and ought to have a flair for writing. They should be really good at putting their thoughts into meaningful words which influence the customers and end-users. Public information model also revolves around one way communication where information primarily flows from sender(organization and public relations experts) to the receiver(target audience, employees, stake holders, employees, investors and so on).

- **Two Way Asymmetrical Model**

Two way asymmetrical model of public relations revolves around two way communication between both the parties but the communication is somewhat not balanced. In this type of model, public relations experts position their organization and brand on the whole in the minds of their target audiences through manipulation and force the public to behave the same way they would want them to do. In two way asymmetrical model of public relations, organizations do not utilize much of their manpower and resources to find out the reaction of the stakeholders, investors or for that matter public.

- **Two way Symmetrical Model**

Uses communication to negotiate with publics, resolve conflict, and promote mutual understanding and respect between the organization and its public(s).

Two way symmetrical model of public relations is an ideal way of enhancing an organization's reputation among the target audience. According to two way symmetrical model, public relations experts depend on two way communication to position their brand among end-users. Free flow of information takes place between the organization and its stake holders, employees, investors and vice-a-versa. Conflicts and misunderstandings are resolved through mutual discussions and communication. A two way communication takes place between both the parties and information flows in its desired form. The feedback from stakeholders and target audiences are also taken into consideration.

Approaches to Conflict Resolution:

- Conflicts involve an individual or group actively opposing another because of differences in values and goals.
- Four resolution elements:
 - Separate the people from the problem.
 - Focus on interests, not positions.
 - Invent options for mutual gain.
 - Insist on objective criteria.

Public Opinion theories:

- Attitudes: Predispositions to respond in a given way to an issue or situation
- Opinions: Expression of an attitude on a controversial issue

PR Objectives for Shaping Opinion:

- Conserve Favorable Opinion
- Crystallize uninformed, or latent opinion
- Change/neutralize hostile opinion

Public Opinion Principles:

- **Identification Principle:** People will ignore an idea, opinion, point of view unless they see clearly that it affects their personal fears or desires, hopes or aspirations.
- **Action Principle:** People do not buy ideas separated from action—either action taken or about to be taken by the sponsor of the idea or action which people themselves can conveniently take to prove the merit of the idea.
- **Familiarity Principle:** People buy ideas only from those they trust. We are influenced by, or adopt, only those opinions or points of view put forward by individuals or corporations or institutions in whom we have confidence.
- **Clarity Principle:** The situation must be clear to us, not confusing. The thing we observe, read, see, or hear...the thing that produces our impressions must be clear, not subject to several interpretations.

Module 3: (8 Hours)

Employee communications – Role of employee communication – concept of Organizational culture – Establishing Communication Policy – Organizational change – Importance of employee communication – Special employee Communication Situations – Media of Employee communications – Objectives of Internal media – Starting internal media – controlling internal media - Occasional and Special media. Rules of Effective Employee Relations. Frontline supervisors as the key communicators

Employee communications:

Communication is often defined as the sharing of information, feelings and ideas. In the business world, exchanging information is essential for your company's success, and there are many different avenues available to communicate with your employees and customers. With the advent of social media, the number of communication options has exploded. As the speed of communication accelerates, the challenges to communicate effectively also increase. Keeping the communications accurate and informative becomes a daily challenge.

Effective employee communication can also help to boost morale and improve productivity. Employees who understand their role in the organization and understand how their work contributes to the organization's overall success are more satisfied than employees who don't feel a connection between what they do and what the organization does.

Role of employee communication:

The importance of communication skills can be seen when good, quality communication occurs that prevents misunderstandings, miscommunication and conflict. It produces productive work and performance which ultimately impacts the company's bottom line.

Managers need to understand the importance of communication skills in order to increase the effectiveness of internal communication between management and staff. A vital part of communication is making employees feel understood and valued. Specific campaigns can help boost employee morale and give workers a chance to feel recognized and valued. When there is a strong morale in offices and other work environments, job retention is often high as well. The type of campaign that can be devised is limited only by imagination but should fit the job and goals of the workplace. Find sources of effective banners, slogans and other ways to support campaigns.

Concept of Organizational culture

The values and behaviors that contribute to the unique social and psychological environment of an organization. Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings,

interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Also called corporate culture, it's shown in

- (1) The ways the organization conducts its business, treats its employees, customers, and the wider community,
- (2) The extent to which freedom is allowed in decision making, developing new ideas, and personal expression,
- (3) How power and information flow through its hierarchy, and
- (4) How committed employees are towards collective objectives.

It affects the organization's productivity and performance, and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, and concern for the environment.

Establishing Communication Policy:

1. **Comprehensiveness:** to avoid employee confusion, the policy should apply to any form of electronic communication by the employee having a nexus with the workplace including email, instant messages, web postings, blogs (both personal and company sanctioned), newsgroups, message boards, social networking sites, virtual worlds, and any other form of electronic communication or interaction.
2. **Avoid undue restriction:** a blanket prohibition on personal electronic communications by employees may appear to be the simplest policy; however, such a prohibition may be unrealistic. Companies should seek to balance the necessity of restrictions on employee communication with the ability of employees to engage in dialogue outside the workplace.
3. **Consider the risk posed by the employee:** lower-level employees may possess far less critical information and their communications are far less likely to result in legal and non-legal liability for the company. Higher-level employees, executives and professionals who have access to sensitive information, and deal with clients or the public, present correspondingly higher risks to the company. As responsibility and access increase, so too should restrictions on independent outside communication by the employee. A company may wish to monitor senior level employees' communications more closely or require prior approval by a designated officer. But, the company must have basic conduct standards that apply to all employees.
4. **Incorporate general policies:** most companies have a variety of general policies regarding employee conduct. These policies should be incorporated by reference into the company's electronic communications policy and when necessary, explicitly mentioned in relevant provisions of the electronic communications policy.

5. **Clarity:** many companies assume that employees know what is and is not an appropriate communication. Likewise, many employees will assume that what they say and do outside of work is none of the company's business. To avoid this problem, the policy should delineate its scope and boundaries. The policy should also be clear about what communications it prohibits.

6. **Transparency:** the policy should make clear what monitoring by the company will occur. This can help avoid employee impressions that they are being "spied on". Likewise, employee knowledge of company monitoring often operates as a defense to charges that the company has violated employee privacy.

7. **Know the limitations:** the company's policy should not overreach. In many states, the law limits a company's right to discipline employees for certain types of personal electronic communication, most notably: information regarding the employee's membership in a protected class, union activity, political activity, and whistle blowing. Moreover, the company should not create a policy that is impracticable because it risks sending the message to employees that the policy will not actually be enforced.

8. **Education:** companies should make reasonable efforts to inform employees of the policy. Although it operates in part as legal protection to the company, the ultimate goal is to produce a policy that employees can understand and follow. In addition, not all employees will understand why particular communications are prohibited (i.e. SEC regulations regarding release of material nonpublic information). If employees understand the risks of certain communications, they may be more likely to refrain from making those communications.

9. **Consultation:** despite (or perhaps due to) the complexity and comprehensiveness of any policy, situations will inevitably arise that defy easy determination under the terms of the policy. To avoid problems of misinterpretation, companies should encourage employees to use existing resources (management or HR staff) for clarification and interpretation of the policy.

Organizational change

Organizational change is about reviewing and modifying management structures and business processes. Small businesses must adapt to survive against bigger competitors and grow. However, success should not lead to complacency. To stay a step ahead of the competition, companies need to look for ways to do things more efficiently and cost effectively. There is no need to fear change. Instead, small businesses should embrace change as a way to lay the foundations for enduring success.

The Importance of Employee Communication in an organisations:

Effective communication is a basic prerequisite for the attainment of organisational goals. No organisation, no group can exist without communication.

Co-ordination of work is impossible and the organisation will collapse for lack of communication. Co-operation also becomes impossible because people cannot communicate their needs and feelings to others.

Every act of communication influences the organisation in some way or other. It is a thread that holds the various interdependent parts of an organisation together. When it stops, organisation activity ceases to exist. An idea, however great it is, is useless until it is transmitted and understood by others.

When communication is effective, it tends to encourage better performance and job satisfaction. People understand their jobs better and feel more involved in them.

It is through effective communication that an executive ultimately gets work done by others. Therefore, a successful executive must know the art of communication. Moreover, communication is a means whereby the employee can be properly motivated to execute company plans enthusiastically. It is the means by which behaviour is modified, change is effected and goals are achieved.

The first executive function is to develop and maintain a system of effective communication-the tool for understanding. It is commonly said that what nerves are to human organism, communications are to an industrial system.

Since management has been described as getting works done by people, it is necessary to communicate what the management wishes to accomplish by the various tasks which the organisation has undertaken.

Communication is also an intramanagement problem. It is the force that binds the people of an organisation together. Through communication they can attain a common viewpoint and understanding and co-operate to accomplish organisational objectives.

Good communication presupposes a two-way flow of information from the top down and from the bottom up. It can be compared to a mighty river on the banks of which business life is built.

McGregor sees all communication as a major factor in influencing others. All social interactions involve communication. In organisation communication is a two-way traffic whereby objectives, orders and policies are transmitted downward and desires and dissatisfactions are transmitted upward.

A successful executive should have the ability to receive, analyse and transmit information in motivating his subordinates in the right direction. Thus effective communication is a skill of management.

Communication is the link between knowledge and information. Possession of knowledge is of no use until it is converted into information. Hence, knowledge alone is not adequate for managerial success; what is required is knowledge plus ability to communicate accurately.

The popular saying 'knowledge is power' should be modified to 'applied knowledge is power.' And to apply, it requires effective communication.

In organisation communication transmits orders for work, aids in doing the work, buying raw materials and in advertising and selling the product. It is the means used to hire, fire, promote, praise, urge, censure, persuade and so on.

Communication plays a major role in dealing with employer employee relation problems, employee productivity, in short, with all human relations matters. Bad communication is often the root cause of many problems. Secrecy breeds rumours and a hush-hush attitude breeds harmful rumours.

As far as possible, management should supply all relevant information to employees. The employees of an organisation have great curiosity to know what the company is going to do with, say computers or bonus or DAs.

If the management does not provide information, the employees will concoct information through grape vine rumours which may have damaging results for the company. In order to avoid such problems, it is the duty of the management to supply all the relevant information through appropriate media at the right time.

Communication is not confined solely to employees. Management must communicate with its customers, owners, the community as well as its prospective and present employees. But our discussion is restricted to interpersonal communication and the organisational communication process.

Special employee Communication Situations:

- Unions in the workforce environment
- Public relations in collective bargaining
- Communicating employee benefits

Media of Employee communications:

Internal communications (IC) is the function responsible for effective communications among participants within an organization. Many practitioners highlight that they are not responsible for the day to day intercourse between colleagues but rather in helping an organisation achieve its goals by building understanding and engagement.

Modern understanding of internal communications is a field of its own and draws on the theory and practice of related professions, not least journalism, knowledge management, public relations (e.g., media relations), marketing and human resources, as well as wider organizational studies, communication theory, social psychology, sociology and political science.

Communication Channel	At its best	Potential downsides	Think about
Team meetings	<ul style="list-style-type: none"> • Can make communication personal and relevant to the team involved • Opportunity for discussion, feedback, questioning and ideas • Good line manager can facilitate a lively and interactive session • Can help build understanding and involvement 	<ul style="list-style-type: none"> • Success depends on skill of leader • Time commitment for both manager and audience • Beware of content overload; other channels are more effective for information delivery 	<ul style="list-style-type: none"> • Making the best possible use of this time – it's valuable • Training line managers • Making sure you uphold meeting discipline if you want them to happen
Email	<ul style="list-style-type: none"> • Can reach mass audiences fast • Cost effective and simple to use • Consistent and controlled message • Reaches the recipient directly • Good for information, awareness or instruction 	<ul style="list-style-type: none"> • Not everyone may have access • Impersonal and open to misinterpretation • Can result quickly in information overload • Can't tell if messages have been read • Doesn't prioritize messages • Can't generate dialogue or discussion 	<ul style="list-style-type: none"> • Controlling access to mass distribution lists • Using the subject box to get across your key message • Keeping it short and simple • Using headings and bullet points for key messages and to break up the text
Intranet	<ul style="list-style-type: none"> • Fast and 	<ul style="list-style-type: none"> • Not everyone 	<ul style="list-style-type: none"> • Including "killer

	<p>consistent</p> <ul style="list-style-type: none"> • Possibilities are endless – can be entertaining and visually snappy • Good for information store, reference and raising awareness • Info shares and bulletin boards good for involvement and discussion • Web stats show who is reading 	<p>may have access</p> <ul style="list-style-type: none"> • Relies on people seeking out information • People may not have time to read it • Difficult to police • Can become unwieldy, hard to navigate and full of outdated information 	<p>content" to draw people in (expenses forms, classified ads and processes people need to do their jobs)</p>
Video	<ul style="list-style-type: none"> • Creative and entertaining • Shows real people talking about their experiences • The camera never lies – can show proof or progress • Makes people and places accessible for a mass audience • Consistent, controlled message 	<ul style="list-style-type: none"> • Potentially expensive • Not interactive on its own • Can be seen as glossy corporate propaganda • Talking heads alone are rarely engaging • Can be difficult for mobile workforce 	<ul style="list-style-type: none"> • Using as part of a briefing session to stimulate debate • Using "real people" to talk about their experiences, not just senior execs
Print magazine	<ul style="list-style-type: none"> • Reach the entire company with a consistent message • Even time- 	<ul style="list-style-type: none"> • Can be seen as biased and not credible • Information dates quickly • Challenging to 	<ul style="list-style-type: none"> • How to encourage people to open it, e.g., a competition • Using a staff editorial board to test content and

	<p>pressured staff can read in coffee breaks, on trains, etc.</p> <ul style="list-style-type: none"> • Can address/reflect staff feedback and respond • Can show how everything fits together and reinforce company brand 	<p>make it relevant to all audiences</p> <ul style="list-style-type: none"> • No opportunity for discussion or checking understanding 	<p>make sure articles address the real issues</p>
Audio	<ul style="list-style-type: none"> • Good for remote workforces • Effective for information and instruction 	<ul style="list-style-type: none"> • Relies on people choosing to play it 	<ul style="list-style-type: none"> • Including a hook that will make people listen (e.g. as above, a competition)
Notice boards	<ul style="list-style-type: none"> • Visible and may catch people's eye when too time pressured to read anything else • Good for instructions and information 	<ul style="list-style-type: none"> • May not be read • Usually no owner – how often do you see out-of-date posters? • Lose their impact if over-used by every project in the company 	<ul style="list-style-type: none"> • Putting a "display until" date on posters • Posting in prominent places such as in the lift or by the coffee machine
Text messaging	<ul style="list-style-type: none"> • Good for reaching remote workers • Good for crisis communication • Can be used to direct people to further sources of information • Can update 	<ul style="list-style-type: none"> • Will annoy people very quickly if overused 	<ul style="list-style-type: none"> • Making sure you have mobile contact details for all your senior team in case of crisis

	<p>senior managers on important news whilst on leave</p>		
<p>Events/ roadshows</p>	<ul style="list-style-type: none"> • Opportunity for key people to reach mass audiences face-to-face • Flexible and responsive • Can include Q&A sessions, break-out groups and involve people • Can build team spirit and motivate • Can be used to address controversial issues 	<ul style="list-style-type: none"> • Can be one way "tell" sessions • Agenda set by center may not be what the audience wants • May be expensive • Time consuming for organizers, presenters and audience 	<ul style="list-style-type: none"> • Involving staff in setting the agenda and format • Involving staff in event itself, as hosts or facilitators • Using interactive voting technology to maximize audience involvement
<p>Open forum</p>	<ul style="list-style-type: none"> • Gives opportunity to raise and discuss the real issues • Genuine open dialogue • Helps leaders to understand how things really are • Enables people to feel heard 	<ul style="list-style-type: none"> • Dismissive or aggressive response to questions can close down dialogue • Line managers can feel disempowered if their decisions are over-ruled or contradicted 	<ul style="list-style-type: none"> • Issuing a summary of discussion for everyone to see • Proactively raising difficult issues or asking for questions in advance to prompt the real debate
<p>Site visits</p>	<ul style="list-style-type: none"> • Shows leaders are listening and want to see what the real 	<ul style="list-style-type: none"> • Leaders won't experience the real issues if treated as "royal 	<ul style="list-style-type: none"> • Including a spell of work shadowing/call listening alongside

	<p>issues are</p> <ul style="list-style-type: none"> Keeps leaders in touch with the real issues Promotes dialogue and understanding 	<p>visits"</p> <ul style="list-style-type: none"> May do more harm than good if leaders show by what they say that they are out of touch Time-consuming for senior leaders to visit multiple sites 	<p>organized forums</p> <ul style="list-style-type: none"> Giving leaders a good brief on site issues before they visit Tracking issues raised and reporting back on actions
Voicemail	<ul style="list-style-type: none"> Helpful for remote workers Opportunity to hear about issues from senior leaders 	<ul style="list-style-type: none"> People will hang up if the message is too long 	<ul style="list-style-type: none"> Using a text message to alert remote workers to an urgent voicemail announcement
Web-casting and similar	<ul style="list-style-type: none"> Opportunity for senior leaders to reach mass audiences with a consistent message in real time Can involve Q&A sessions 	<ul style="list-style-type: none"> May be expensive Need the right technology in place Noise the right technology in place May be difficult for all staff to be available at the same time (e.g., call centers) 	

Benefits of an Internal Communication Platform

Businesses that implement an internal communication platform see many benefits, both in terms of profits and employee satisfaction. Internal communication platforms facilitate faster decision

making, easier collaboration on projects and greater recognition for employees that do a good job. Take a closer look at these benefits.

- **Faster Decision Making:** Employees can quickly communicate problems without waiting for the next meeting to happen because they can instantly see who is online. This makes decision making faster, which can improve profits and productivity.
- **Easier Collaboration on Projects:** Many projects rely on work from several different individuals. Instead of trying to schedule meetings where everyone involved can participate, internal communication platforms allow employees to track and record all progress in one place where everyone can access it, helping expedite projects.
- **Greater Recognition for Employees:** Employee satisfaction is another aspect that can be boosted with internal communication systems. For instance, it is easier to give immediate feedback after a project has been reviewed. Additionally, updates about the quality of the work employees do can be highlighted to the entire organization.

Types of Communication Medium

We divide the different types of communication medium into two different categories:

1. Physical media
2. Mechanical media (everything that is not No. 1)

This site focus on the internal communication. Our listings of types of communication medium therefore exclude external media.

Physical media

With physical media we mean channels where the person who is talking can be seen and heard by the audience. The whole point here is to be able to not only hear the messages but also to see the body language and feel the climate in the room. This does not need to be two-way channels. In certain situations the receiver expect physical communication. This is the case especially when dealing with high concern messages, e.g. organizational change or down sizing. If a message is perceived as important to the receiver they expect to hear it live from their manager.

- Large meetings, town hall meetings
- Department meetings (weekly meetings)
- Up close and personal (exclusive meetings)
- Video conferences
- Viral communication or word of mouth

Large meetings

Large meetings have got great symbolic value and should be used only at special occasions. This channel works very well when you need to get across strategic and important messages to a large group of people at the same time, creating a wide attention, get engagement or communicate a

sense of belonging. Large meetings are excellent when you want to present a new vision or strategy, inform about a reorganisation or share new values. The opportunity for dialogue is limited at large meeting, of course but you can create smaller groups where dialogue can be performed.

Weekly departmental meetings

In the weekly meetings you and your group communicate daily operative issues, gives status reports and solves problems. Weekly meetings are also used to follow up on information from large meetings, management team meetings etc from a “what’s-in-it-for-us-perspective”. This type of smaller group meetings gives good opportunities for dialogue. This channel is often the most important channel you have as a manager, because that’s where you have the opportunity to build the big picture, you can prepare for change, you can create ownership of important strategies and goals etc. This is a favourite among the types of communication medium.

Up close and personal

This is a form of meetings where, often, a senior manager meets with a “random” selection of employees to discuss and answer questions. Some managers use this as a on going activities on a monthly basis. It can also be used in specific projects or campaigns e.g. launching new strategies.

Viral communication

Or viral marketing as it is also called works external as well as internal and refer to marketing techniques that use pre-existing social networks to produce increases in awareness or knowledge through self-replicating viral processes. It can be word-of-mouth delivered or enhanced by the network effects of social media.

Mechanical media

The second of the two types of communication medium is mechanical media. With mechanical media we mean written or electronic channels. These channels can be used as archives for messages or for giving the big picture and a deeper knowledge. But they can also be very fast. Typically though, because it is written, it is always interpret by the reader based on his or her mental condition. Irony or even humour rarely travels well in mechanical channels.

- E-mail
- Weekly letters or newsletters
- Personal letters
- Billboards
- Intranet
- Magazines or papers
- Sms
- Social media

E-mail

E-mail is a good channel for the daily communication to specific target groups. It is suitable mainly for up-to-date and “simple” messages and where there is no risk of misunderstanding, E-mail is an important supplement to weekly meetings and the Intranet. Invitation to and agenda for meetings can with advantage be sent out with e-mail before the meeting, while background facts and minutes from meetings is well suited to be stored on the Intranet.

Some short e-mail tips:

- Write short and to the point.
- Target your messages to the audience and avoid sending unnecessary all-employees-e-mails.
- Set up your subject line to describe what the e-mail is about.
- Clearly state if the message is for information or for action.
- Avoid attaching large documents if possible. Post a link or direct to the source instead.

Weekly letters

Managers that have large groups of employees and who has difficulties in meeting all of them often choose to publish a personally weekly letter. It is sort of a short summary of news with personally reflections. Many employees often appreciate it because it has the potential to give the “what’s-in-it-for-us” angle. They can also contain summaries and status in tasks, projects or issues – yesterday, today and tomorrow.

Personal letters

At special occasions it can be justified to send a personal letter to employees in order to get attention to a specific issue. E.g. pat on the back letter after extra ordinary achievements. Or it can be a letter with your personal commentary on an ongoing reorganisation that affects many employees. One other example is a letter that summarizes the past year and wishes all the best for the holidays.

Billboard

One of the most forgotten types of communication medium is clearly the billboard. Especially today, when everything is about social media. But the good thing with the billboard is that you can use billboards to inform people who does not have computers and/or access to the Intranet or to reach people that work part time and does not attend weekly meetings.

- News summary
- Weekly letters
- Minutes from meetings
- Schedules
- Holiday lists

You can also use the billboard to gather ideas e.g. for items for upcoming meetings.

Intranet

The Intranet is of course one of the most used types of communication medium and a very important communication channel and work tool for you as a manager, but it is also one's job to help the employees prioritise and pick out the information on the Intranet, as well as translating messages into local consequences. What information concerns you employees? In what way are they concerned? How do I best communicate this to my employees? Weekly meeting or your weekly letter can be a suitable channel to discuss or inform of information found on the Intranet.

Employee magazine

A Magazine offers the opportunity to deepen a specific issue, explain context, describing consequences or tell a story. It also has the opportunity to reach many employees. If you want to create a broad internal understanding of strategic messages the magazine can be a good vehicle to use e.g. by writing an article based on an interview with you. As were the case with the Intranet you also have to "translate" the information in the magazine to your employees. You can ask yourself: What does the content in a specific article mean to us? How shall I best communicate it to the employees?

Sms

Or text messaging to the mobile phone is one of the new types of communication medium and not a very widely used channel but where it is used it is proven very effective. Some companies use it as an alert system e.g. for giving managers a head start when something important will be published on the Intranet. The advantage with Sms is that it is fast. But it should be used rarely as an exclusive channel. Some companies use it as a subscription tool where you can subscribe to e.g press-releases.

Social media

Wikipedia describe social media as "Media designed to be disseminated through social interaction, created using highly accessible and scalable publishing techniques. Social media supports the human need for social interaction, using Internet- and web-based technologies to transform broadcast media monologues (one to many) into social media dialogues (many to many). It supports the democratization of knowledge and information, transforming people from content consumers into content producers. Businesses also refer to social media as user-generated content (UGC) or consumer-generated media (CGM)."

More and more companies are using social media in their external marketing, setting up twitter and Facebook accounts etc. But these channels are also used internal where managers become "friends" on Facebook with their employees or where managers use blog and twitter targeting their employees.

Push or Pull

The different types of communication medium in Push or Pull channels:

Push channels are channels where the sender are pushing the message to the receiver. Meaning it is up to the sender to control the communication.

- E-mail
- News letters and letters (if sent out)
- Magazines (if sent out)
- Meetings
- Telephone
- Sms

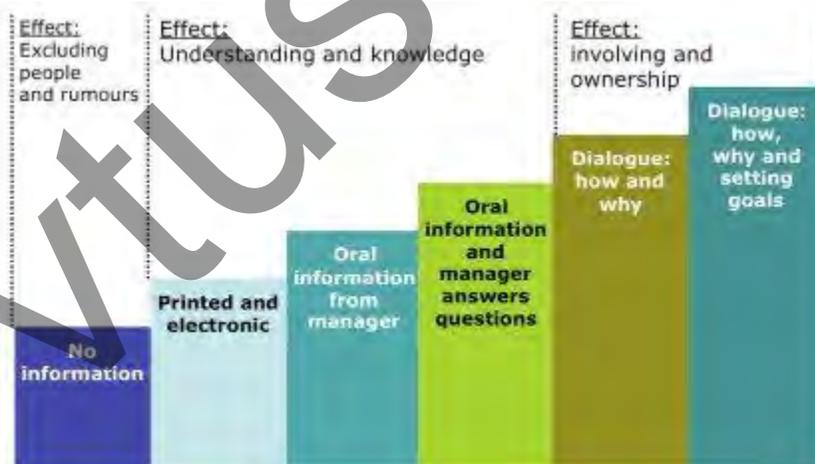
Pull channels on the other hand is when the receiver is pulling the message from the sender. It is up to the receiver when he or she wants to take in the message.

- Intranet
- Billboards
- New letters and letters (if not sent out)
- Magazines (if not sent out)
- Social media

Push channels are often regarded as having higher reliability than pull channels because of the fact that it is more active in the communication.

The ambition Stairway

Choosing the right types of communication medium is first and most about understanding your ambition with the communication. What effect is you looking for after you have communicated? Increased knowledge, better understanding more motivation or involvement, or do you want it to lead to some sort of action or changed behaviour?



The Ambition Stairway is a useful tool for you to use when deciding what channels to use for your level of ambition. It gives you control of the different types of communication medium. Also, it is important to realise that just publishing something on the Intranet will not get employees motivated and involved.

Objectives of Internal media

- Understanding employee audiences and stakeholders, and business objectives and outcomes, to improve employee engagement.
- Developing a compelling employee comms strategy aligned to the business strategy, and the right structure and skills to deliver these.
- Equipping leaders and managers to shape employee behaviors and attitudes, and drive business results.
- Choosing channels and messages that educate and inspire each employee to deliver on organizational goals.
- Measuring the effectiveness of Internal Communication to demonstrate ROI, secure and sustain investment, and inform strategic planning.

Starting internal media:

Internal communications demands the creativity, insight and doggedness that we devote to external communications—our polished ads, our sticky websites, our timely media pitches. But just as we may take loved ones for granted, fellow workers often receive less than their due in messaging, information and attention. It's time to reexamine and nurture the relationship.

Internal communications is more than a morale-booster, although this is an ongoing priority and must never be dismissed. By dialoging (note the two-way term) with our internal audiences, we stimulate:

- Buy-in for company initiatives and direction
- Acceptance and usage of new systems and technologies
- Interdepartmental cooperation
- Recruitment and retention
- Product knowledge and resultant sales

Controlling internal media

Control is one duty of a public relations department and it involves minimizing the negative effect caused by an event or series of events.

Public Relations

The duties of the public relations officer involves controlling the information released about her employer, and presenting that information in the best possible light. To perform her job, she writes press releases, monitors internal and external factors that might influence public perception, lobbies for her employer and works closely with those in other marketing departments of the company.

Purpose

The purpose of the public relations officer is not to inform the public about his employer, but to feed the public the information that will positively influence the public in the employer's favor. He manipulates and spins the information to present a positive image. When the public relations officer presents a half glass to the public, his job is to convince the public the glass is half-full, not half-empty. It is easier for an individual or company to get what they want when the general public likes, respects and trusts them.

Damage Control

While many duties of a public relations department involve building the reputation of the employer, with damage control it is primarily about minimizing the negative perception caused by a crisis-situation. A crisis is sometimes the result of an unexpected event. It might also be about something that the public relations department hoped to conceal from the public or hoped would not happen. Those involved in damage control are typically on call 24 hours a day, ready to minimize negative public perception.

Occasional and Special media Rules of Effective Employee Relations:

- Talk to employees with the same frequency.
- Pay as much attention to employees whose interests are different from yours as those with whom you have more in common.
- Find something to appreciate about each employee.
- Rotate less desirable tasks.
- When assigning new tasks, follow criteria clearly defined and known to your employees.
- When assigning new tasks, keep in mind opportunities for cross training and skill building.
- Communicate your expectations of what is a fair workload for all employees

Good listening skills.

Only through listening can supervisors discover the special rewards their employees seek as part of the bargain under the Mutual Reward Theory (MRT), or identify problems and their solutions before they grow into major conflicts.

Flexibility.

Supervisors should remain flexible enough to accommodate harmless personal requests (like leaving early to take care of important personal business) when productivity is maintained and problems with other employees can be avoided.

Consistency in style.

Employees do not respond well to supervisors who are unpredictable in their behavior or in their expectations of others.

Being a good one-on-one counselor.

Without playing psychologist, providing timely support and understanding sends a message that you care and want your employees to succeed.

Frontline supervisors as the key communicators

Supervisors (super-visors) - from the Latin word *super*, meaning above or over and *visio* meaning sight. These people "oversee" the operations to make sure (reinforce) that change is and has taken place.

1. Communicate with direct reports about the change (**Communicator**)
2. Demonstrate support for the change (**Advocate**)
3. Coach employees through the change process (**Coach**)
4. Engage with and provide support to the project team (**Liaison**)
5. Identify and manage resistance (**Resistance manager**)

Through their words and their actions, **Supervisors** can mobilize employees around a change to how they do work - improving the level and speed of adoption. Or, conversely, they can be a significant barrier and impediment to your change.

The importance of **Supervisors** in times of change is clear, and there is a growing body of knowledge around the role that managers and supervisors play in times of change. The critical question is: *How well are you preparing your managers and supervisors to be great leaders of change?*

Module 4: (8 Hours)

Community Relations – Importance of Public Relations – Community Relations Process – Guidelines for Effective Relations Programs -Specific Functions of Public Relations – Criteria for Community relations Activities – Corporate Social Responsibility & Philanthropy-Emerging Challenge of Community Activism

Community Relations

Firm's interactions with the people constituting the environment it operates in and draws resources from, to foster mutual understanding, trust, and support.

Community relations specialists are responsible for developing and implementing community outreach programs including social & community awareness incentives. They work with the organization to create programs that promote the organization's image in a positive and community-oriented way. Community relations specialists set up internal events, fairs and other community events to incorporate the organization into the community.

The phrase "community relations," narrowly understood, simply describes a company's interactions with the community in which it resides. The use of this phrase by businesses, the media, and students of business, however, almost always signifies something more than ordinary relationships and includes voluntary actions that either are (or can be interpreted as) done just for the good of the community. This produces ambiguities and conflicts. A strictly "free market" view of business defines a company as working for its stockholders under law; any charitable work or contributions are thus shorting what stockholders are due.

Importance of Public Relations:

PR is vital to outreach programs.

- PR is all about building relationships to advance, promote, and benefit the reputation of you yourself, your department and institution
- PR is about communicating your message to gain allies, advocates, supporters, etc. in the community and the institution
- It aids in marketing the department for recruitment purposes and can lead to improved quality of student applicants
- It demonstrates to funding agencies that you are making a difference and actually have results
- It can improve the reputation of an individual department
- It can also serve the greater physics community by convincing the public that “quarks, quantum dots, and nanostructures are cool”
- It can lead to strong community and industrial partnerships, and even financial support

Community Relations Process:

1. Determining Objectives
2. Knowing the community
3. Guidelines for effective community relations programs
4. Communicating with communities
5. Channels of communications

Guidelines for Effective Relations Programs:

- Establish clear program, activity, strategic and tactical objectives and desired outputs, outtakes and outcomes before you begin, to provide a basis for measurement of results. PR goals should tie directly to the overall goals of the organization.
- Differentiate between measuring PR outputs, which are usually short-term and surface (e.g. the amount of press coverage received or exposure of a particular message), PR outtakes, which are usually more far-reaching and can have more impact (e.g. determining if those to whom the activity was directed received, paid attention to, comprehended and retained particular messages) and PR outcomes, (e.g. did the program or activity change opinion and attitude levels, and possibly behavior patterns?).
- Measuring media content, while of great value, needs to be viewed as only a first step in the PR measurement and evaluation process. It can measure possible exposure to PR messages and actual press coverage; however, it cannot, by itself, measure whether target audiences actually saw the messages and responded to them in any way.
- There is no one, simple, all-encompassing research tool, technique or methodology that can be relied on to measure and evaluate PR effectiveness. Usually, a combination of different measurement techniques are needed. Consideration should be given to any one or several of the following: media content analysis ... cyberspace analysis ... trade show and event measurement ... polls and surveys ... focus groups ... experimental and quasi-experimental designs ... and/or ethnographic studies that rely on observation, participation and/or role playing techniques.
- Be wary of attempts to precisely compare PR effectiveness to advertising effectiveness. The two forms of communication are quite different from each other and the fact that placement of advertising messages can be controlled, whereas placement of PR messages usually cannot be controlled, needs to be taken into consideration.
- PR effectiveness can best be measured if an organization's principal messages, key target audience groups, and desired channels of communication are clearly identified and understood in advance.
- The PR measurement and evaluation process should never be carried out in isolation, by focusing only on the PR components. Wherever and whenever possible, it is always important to link what is planned, and accomplished, through PR, to the overall goals, objectives, strategies and tactics of the organization as a whole.

Specific Functions of Public Relations

Public relations functions are categorized by the publics with which relationships are established and to whom appeals are made to understand and/or accept certain policies, procedures, individuals, causes, products or services. Practitioners who perform specialized functions may play a management role, operate as a communications technician, or function in a dual role.

- **Community Relations**

A public relations function consisting of an organization's planned, active and continuing participation with and within a community to maintain and enhance its environment to the benefit of both the organization and the community. This can involve partnerships, volunteer activities, philanthropic contributions and public participation.

- **Employee Relations**

Employee Relations Dealing and communicating with the employees of an organization. This can include team building and employee empowerment.

- **Government Relations**

Dealing and communicating with legislatures and government agencies on behalf of an organization.

- **Financial Relations**

Dealing and communicating with firms and interest groups within the organization's industry.

- **Media Relations**

Dealing and communicating with the news media when seeking publicity or responding to reporters' questions. It also involves setting up and maintaining a professional and mutually beneficial working relationship with news gatherers and gatekeepers, in part by becoming known as a credible source and as a provider of factual, expert information whether or not that information results in media coverage.

- **Public Affairs**

Dealing and communicating with government and groups with regard to societal (public) policies, action and legislation. Unlike government relations, where the practitioner works strictly on behalf of an organization, public affairs also is concerned with the effect of public policies, actions and legislation on its publics.

Criteria for Community relations Activities

- Creating something needed that did not exist before
- Eliminating something that is a community problem
- Developing a means of self-determination
- Broadening use of something that exists to include “have nots”
- Sharing equipment, facilities & professional expertise
- Reconstituting, repairing & dressing up
- Tutoring, counseling & training
- Activating others

Corporate Social Responsibility & Philanthropy:

Corporate social responsibility (CSR, also called **corporate** conscience, **corporate** citizenship or responsible business) is a form of **corporate** self-regulation integrated into a business model. The term generally applies to efforts that go beyond what may be required by regulators or environmental protection groups.

CSR may also be referred to as "corporate citizenship" and can involve incurring short-term costs that do not provide an immediate financial benefit to the company, but instead promote positive social and environmental change.

In many cases, harm to the environment and harm to vulnerable communities go hand-in-hand: indigenous groups in the Amazon rainforest, for example, have been decimated and even wiped out, both intentionally and unintentionally, in order to make room for logging, cattle ranching, gold mining, oil and gas drilling and hydroelectric power generation.

In light of this often dark legacy, some areas of corporate culture have begun to embrace a philosophy that balances the pursuit of profit with a commitment to ethical conduct. Google Inc's (GOOG) slogan sums up the idea of corporate social responsibility nicely: "Don't be evil."

The same money and influence that enable large companies to inflict damage on people and the environment allows them to effect positive change. At its simplest, a corporation can give money to charity. Companies can also use their influence to pressure governments and other companies to treat people and resources more ethically. When Martin Luther King, Jr. won the Nobel Peace Prize in 1964, Atlanta's business leaders initially refused to attend a dinner celebrating the Atlanta native's achievement. Coca Cola Co.'s (KO) CEO, recognizing the damage such a display of segregationist attitudes could do to the firm's international brand, threatened to move Coke out of the city, causing an immediate change of heart in the local business elite.

Companies can invest in local communities in order to offset the negative impact their operations might have. A natural resources firm that begins to operate in a poor community might build a school, offer medical services or improve irrigation and sanitation equipment. Similarly, a company might invest in research and development in sustainable technologies, even though the project might not immediately lead to increased profitability.

In order to account for the importance of social and ecological considerations in doing business, some organizations advocate the concept of the "triple bottom line": social, environmental and economic – or "people, planet, profit."

In recent years, supply chains have emerged as a central focus of corporate social responsibility. Company X's management might make extraordinary efforts to hire, foster and empower a diverse workforce. They might offer generous paid maternity and paternity leave. They might sponsor after-school programs in crime-affected neighborhoods, fund the clean-up of local river systems and put pressure on elected officials to consider the needs of all citizens rather than simply seeking political expediency. None of that would change the fact that they source their raw materials, albeit indirectly, from outfits that use slave labor.

The diamond industry, for example, has come under fire for benefiting from injustices along its supply chain. "Blood diamonds" or "conflict diamonds" are diamonds which have been sourced from war zones, where rebel groups will often fund their campaigns through mining, frequently using forced—often child—labor. Such situations have arisen in Angola, Liberia, Ivory Coast, Mozambique, Zimbabwe, the Democratic Republic of the Congo and Congo-Brazzaville. International consumer and NGO pressure has caused diamond companies to scrutinize their supply chain, and has reduced the number of diamonds reaching the market from conflict zones.

Philanthropy: the practice of giving money and time to help make life better for other people (from Greek etymologically) means "love of humanity" in the sense of caring, nourishing, developing and enhancing "what it is to be human" on both the benefactors' (by identifying and exercising their values in giving and volunteering) and beneficiaries' (by benefiting) parts. Instances of *philanthropy* commonly overlap with instances of *charity*, though not all charity is philanthropy, or vice versa. The difference commonly cited is that charity relieves the pains of social problems, whereas philanthropy attempts to solve those problems at their root causes (the difference between giving a hungry person a fish, and teaching them how to fish). A person who practices philanthropy is called a philanthropist.

Examples of *philanthropy*

1. For many years, Microsoft has used corporate *philanthropy* to bring technology to people who can't get it otherwise, donating more than \$3 billion in cash and software to try to bridge the digital divide. —Bill Gates, *Time*, 11 Aug. 2008
2. Cooper, born in New York City in 1791, was himself an inventor and a hands-on industrialist, whose fortune got its start in the glue business, greatly expanded in the iron industry, eventually included more than half the telegraph lines in the United States, and was significantly invested in *philanthropy* and the cause of public education. —John Updike, *New York Review of Books*, 10 Aug. 2006
3. In conditions of anarchy, a crude and violent order, based upon brute force and psychopathic ruthlessness, soon establishes itself, which regards *philanthropy* not as a friend but as an enemy and a threat. —Theodore Dalrymple, *National Review*, 26 Sept. 2005
4. The family's *philanthropy* made it possible to build the public library.

Indian philanthropists:

Wipro chief and IT tycoon Azim Premji tops the list of Indian philanthropists, with donations amounting to Rs 8,000 crore in the past year, followed by HCL chairman Shiv Nadar, according to China-based Hurun Report Inc's India Philanthropy List 2013 released on Thursday.

Corporate Social Responsibility (CSR) is neither synonymous with Corporate Philanthropy nor an alternative. In Corporate Philanthropy, corporates donate a certain portion of their profits to charitable causes. In this context, it is perceived as "improper" for corporates to consider receiving any benefit from it.

According to the World Business Council for Sustainable Development, CSR could be defined as, "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large".

Another definition says CSR is, "operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business".

In both definitions we can see the element of "sustainability", explicit (continuing commitment) in the first and implicit (operating: continuous tense) in the second. This is another difference between CSR and Corporate Philanthropy.

Scope

Corporate donations may go to specific charities or non-profit organisations. The general public, and even the corporate's own customers, both internal and external, may not be directly affected and, consequently, may not become aware of these huge and generous efforts. Usually top management decides when and how to donate and to whom to award grants. Corporate Philanthropy has a narrower and more limited scope than CSR.

CSR, on the other hand, has a much broader scope as it addresses the overall attitude of an organisation toward its employees, customers, the environment, local community, and the society at large.

CSR is an organisation's frequent and wide effort. Every department and every employee needs to understand the organisation's CSR strategy, what their role is and how they should contribute to the CSR success. The CSR target audience is much wider than that of Corporate Philanthropy.

Win-win situation

Although CSR may not be on every organisation's agenda, growing numbers of local communities, as well as stakeholders of modern organisations, demonstrate demands for greater "non-financial" performance indicators and, indeed, they are expecting them. For instance, it is expected that all corporate employees enjoy safe and healthy working environment. CSR can meet this demand efficiently.

Integrating community needs with CSR programmes will boost corporates' bottom line. As an example of how CSR can benefit the community and the corporate is the common youth "training practice" of some of the oil and gas companies in our area as well as in other countries.

The youth will acquire technical skills and earn good income while oil and gas companies are provided with capable local workforce. Both the corporate and society will deal with CSR as an integral part of the wealth creation process. It is a win-win situation.

Integral part of business

It is well known that programmes that are peripheral to the main business, such as philanthropic programmes, are the first candidates to budget cuts at difficult times. On the contrary, when it gets harder, there will be a strong drive to enhance the CSR practice more and better as it is an integral part of the business.

Socially responsible corporations can enhance their profits and enhance their image as well through CSR programmes such as using recyclable paper and plastic and upgrading equipment that emits pollution.

Apparently, investing in CSR initiatives for concrete business case objectives is more sustainable. CSR is not only the right thing to do but rather a smart business move. In other words, success in business and commitment to CSR can go hand in hand.

Emerging Challenge of Community Activism:

Particular societal & community circumstances give rise to special challenges & opportunities for community relations efforts. Problems with activism arise can arise in spite of an organizations' best efforts to cooperate with its community. Community activists can exert undue pressure & unreasonable influence in attempting to raise public consciousness about issues & concerns that are more often based on emotion than scientific facts.

Module 5: (8 Hours)

Media Relations – Media Relations –Role of Media in Public Relations – Social Media – working with the media –Media Relations Program Elements –Role of Technology in Public Relations

Media Relations:

Media relations involves working with media for the purpose of informing the public of an organization's mission, policies and practices in a positive, consistent and credible manner. Typically, this means coordinating directly with the people responsible for producing the news and features in the mass media. The goal of media relations is to maximize positive coverage in the mass media without paying for it directly through advertising.

Many people use the terms *public relations* and *media relations* interchangeably; however, doing so is incorrect. Media relations refer to the relationship that a company or organization develops with journalists, while public relations extend that relationship beyond the media to the general public.

It is possible for communication between the media and the organization to be initiated by either side, however dealing with the media presents unique challenges in that the news media cannot be controlled — they have ultimate control over whether stories pitched to them are of interest to their audiences. Because of this fact, ongoing relationships between an organization and the news media are vital. One way to ensure a positive working relationship with media personnel is to become deeply familiar with their "beats" and areas of interests. Media relations and public relations practitioners should read as many magazines, journals, newspapers, and blogs as possible, as they relate to one's practice.

Organizations often compile what is known as a media list, or a list of possible media outlets who may be interested in an organization's information. The media can consist of thousands of magazine publications, newspapers, and TV and radio stations. Therefore, when a "newsworthy" event occurs in an organization, a media list can assist in determining which media outlet may be the most interested in a particular story.

Working with the media on behalf of an organization allows for awareness of the entity to be raised as well as the ability to create an impact with a chosen audience. It allows access to both large and small target audiences and helps in building public support and mobilizing public opinion for an organization. This is all done through a wide range of media and can be used to encourage two-way communication.

Possible reasons an organization may reach out to the media are:

- Launch of a new product/service
- Initiation of new factories/offices
- Financial results
- Organization sponsored events or awards
- Launch of organization promotional campaigns

- Recent disasters, strikes or organizational closures
- Awards/accolades for the company
- Visits from company dignitaries/celebrities
- Involvement in local/community activities
- Community Engagement

Role of Media in Public Relations:

- **PR pros are the “middle men/women” between companies and the media #Media Relations:** PR teams use creative storytelling to portray a company’s point of view to gain public exposure. This can be achieved through a number of tactics, including social media, special events, or tailoring messaging on the company’s website. Another way to accomplish PR goals? Media Relations.
- **Media relations is one of the key phalanges to the hand of #PR:** Media Relations is an aspect of public relations. The terms are not interchangeable as media relations focuses solely on the relationship between the company and the media. They use different media outlets and coverage to tell the company’s story, rather than directly engaging with the publics and key stakeholders.

In less than 140 characters, you can credibly catch the attention of reporters.

#MediaRelations: The lines between media relations and public relations, however, have blurred with the evolution of the Internet and our ever-connected society. There were almost 7 million people blogging in the United States alone last year, and that’s not including those blogging on social networking sites, which makes that number jump to 12 million! Blogs have become competitors with mainstream media.

The key to success in a top-notch communications strategy is the combination of strong public relations with strong media relations. Earned media is just a piece of the puzzle that makes up a successful PR strategy. Find where your customers are watching, find what they’re reading, and engage with that reporter or blogger. You may be surprised when you find out exactly what (or who) is influencing them.

Social Media:

Social media are computer-mediated tools that allow people to create, share, or exchange information, career interests, ideas, and pictures/videos in virtual communities and networks. *Social media* is defined as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content." Furthermore, social media depend on mobile and web-based technologies to create highly interactive platforms through which individuals and communities share, co-create, discuss, and modify user-generated content. They introduce substantial and pervasive changes to communication between businesses, organizations, communities, and individuals. These changes are the focus of the emerging field of self-studies. Social media differ from traditional or industrial media in many ways, including quality, reach, frequency, usability, immediacy, and permanence. Social media operate in a dialogic transmission system (many sources to many

receivers). This is in contrast to traditional media that operates under a monologic transmission model (one source to many receivers).

"Social media has been broadly defined to refer to 'the many relatively inexpensive and widely accessible electronic tools that enable anyone to publish and access information, collaborate on a common effort, or build relationships.'"

Working with the media:

Use the media to:

- *Inform* the public about what really causes or contributes to public health and development issues, and educate them about the concept of a healthy community.
- *Recast* problems such as gang violence and drug abuse as public health concerns that affect everyone, not just individuals. If you asked most people whether they wanted to stop gang violence, they'd say yes. But they really don't consider it their problem unless someone they know or are close to is involved. The media can help frame it as everyone's problem, and gang members as everyone's children.
- *Encourage* other professionals and community members to find out more about public health and development issues in general, and to get involved.
- **During the announcement of a new project.** For example, you may want to recruit more funders to your organization, and publicity given to your agency's new initiative to reduce the sale of cigarettes to teens is a good way to alert the public to your plans and needs.
- **When you have information that can be tied to community news.** Perhaps your community has had a rash of burglaries in a particular part of town. You can tie your efforts to increase public safety into the crime problems currently reported in your local paper.
- **When using an opportunity for publicity** could mean the difference between your meeting your goals and your opponents achieving theirs.
- **When your issue has reached crisis proportions**, but few people are aware of it. Elders may be going hungry or freezing to death in their apartments, but the situation can be invisible to most of the population unless the media reports it.
- **When a media opportunity makes the difference between the adoption or rejection of a law or regulation you support or disagree with.**
- **When you've achieved something important.** The media can help you let the community know about the great work you're doing and how it benefits everyone.

Media Relations Program Elements:

1. **Create a media toolkit for association leaders and spokespeople.** Arm your volunteer leaders and spokespeople with a media toolkit that includes media relations tips for each medium (print, television, radio, social media, and webcast) and pointers about how to stay on message when participating in an interview as a representative of the association. This toolkit should also include sample news releases, letters to the editor, and opinion pieces to give users examples of materials for diverse media exposure. Consider

developing an online version to showcase public service announcements, web-only content, and audiovisual files to demonstrate multimedia exposure.

2. **Identify media needs.** Getting media exposure is not easy. What you consider newsworthy may not match what reporters believe is of interest to their audience. Do your homework and find out the topics of interest to each segment of targeted media. It's not so much about your association and what it wishes to convey as it should be about what the audience would be interested to learn. Brevity and content relevance are two essential elements of a good news story.
3. **Make your media training "sticky."** Media training is not a one-day event. Some associations become complacent, claiming their executives have been "media trained" because they participated in a workshop. Refuse to fall into that trap. Ask your media training consultant how he or she fosters the ongoing sharpening of skills. Do trainees receive a copy of a training guide? A written follow-up report? Make ongoing phone or email counseling part of the mix, and plan for your media training to occur year-round in a variety of platforms.

The 7 Elements of "Good" PR

- Good PR is telling the client what they need to hear instead of what they want to hear. Good PR recognizes that the best "PR strategy" needs to be followed-up with the client's good products/services or else it's all a vain and wasted effort that harms everyone's reputation.
- Good PR is not just about the over-glorified launch. Good PR helps build and sustain a groundswell of brand support — incrementally changing consumer behaviors via a steady stream of relevant and candid communication to both "media" and "consumers."
- Good PR celebrates the client's customers in an inclusive, non-exploitive way. And, good PR welcomes the input of "neutrals" and especially "critics," and adapts strategy accordingly.
- Good PR is proactive in idea generation and responsive in a crisis. Good PR finds the balance.
- Good PR is measurable. (And yet also hard to measure, since most clients want to measure different things.)
- Good PR leverages pre-existing relationships with influential people — relationships built on trust and credibility earned over years of service.
- Good PR doesn't need to know Larry Ellison or Kevin Rose or anyone in particular in the media, either. Even though such relationships can come in handy, good PR almost always "gets ink" because a good story has been well-told to the right people

Role of Technology in Public Relations:

Ease of PR Communication

The Internet serves as the first communication point for many organizations. PR specialists can instantly update the public and consumers with company news and product innovation. Websites also allow for interactive communication between PR representatives and consumers. Email

makes it easier for PR professionals to communicate with members of the media and send out mass press releases announcing important company news.

More Demanding Consumers

The Internet has created more demanding consumers and made it possible for dissatisfied consumers to telegraph their dissatisfaction to a large number of people. Technologically savvy consumers use the Internet to research and educate themselves about products before purchase. Inadequate or incorrect information often causes consumer dissatisfaction. Many consumers also expect personalized interactions from customer support and customization of products.

Complication of the Media Mix

Before Internet use became so widespread, PR professionals used a simpler media mix to promote businesses and products. Older media mixes included magazines, newspapers, billboards, television and radio. New media mixes include old elements of the media mix plus email, websites, blogs, viral videos and webcasts. To keep public opinion positive, PR professionals must control each of these new elements. Members of the public and competing companies may also create and manipulate many new media elements, and PR professionals must constantly scan the web and guard against negative online publicity.

The Website Advantage

A well-maintained and attractive company website can offset potential negative online publicity from unhappy customers or former employees. PR staff may use the company website to communicate with the public, consumers and members of other media outlets. Websites can be used to introduce a business or product, providing both the information and the product customization that many modern consumers have come to expect. PR staff can manage most elements of the new media mix by containing the elements in the webpages of a company's website

Module 6: (8 Hours)

Issues in Public Relations – public relations challenges –Types of Issues - Target audiences- Public Service as Preventive Public Relations – Special Interests – Importance of Compromise – Issue Anticipation – Scenario Technique

Issues in Public Relations:

The following ten challenges for defining the future of PR.

The Mobile Mind Shift

Optimizing PR for mobile means thinking beyond how your content will look on a smaller screen. It is a mind shift, Beker asserts, and PR must determine how client brands fit into consumers' constant communication and reliability of mobile devices.

Hyper-Personalized Content

Customers desire information that is personalized, sent through the right channel at the right time. PR must advise clients to shift from traditional channels to hyper-personalized and more engaging tactics. Examples of these tactics include Coke's personalized bottles, Apple's product engraving and Google's Art, Copy & Code project.

A "Glocal" Industry

PR clients and stakeholders tend to look for support in their immediate neighborhood. At the same time, understanding geographical and cultural specifics of different countries is central to learning the markets' conditions. The solution: network PR teams in different countries to share knowledge and insight with each other for an effective, integrated approach. One example: universal PR measurement standards set by the Coalition for Public Relations Research Standards.

Real-Time Crisis Monitoring

Nearly 30% of company crises spread internationally within an hour, and over two-thirds of crises gain international reach within 24 hours. Most crisis experts agree: it's not a matter of *if* your company will experience a crisis, but *when*. Fortunately, comprehensive media monitoring services allow brands to maintain their reputation and quickly spot a brewing crisis on the Internet, social media, print, broadcast TV and radio. The key: PR agencies and corporate staff must act quickly when they identify one of the warning signs of a crisis.

The Death of Traditional Journalism

The role of media organizations as gatekeepers of information and audience has faded. Brands can take over the role of reporters and tell their own stories and news in an engaging way.

Transparency

The risk of a company losing control over negative news is substantial. Brands can only address and repair bad customer experiences and crisis-causing news with honesty and transparency.

Measurement

PR campaigns require measurement to demonstrate success (or failure). Clients demand (rightfully) to see results for their money. PR firms must commit to measurement-driven approaches.

The Power of Images

Image-driven content not only increases consumer engagement and retention; it also drives more sales. Facebook and Pinterest lead in most revenue per visitor among all social media platforms thanks to their focus on images and videos. Beker predicts next-generation press releases to be disseminated via videos and social media posts.

Brand Values

More companies are projecting their values in PR and marketing materials. Brands like Red Bull and Nike make it the focus of their campaigns. Companies are also recognizing the benefits of corporate social responsibility programs to elevate their values and give back to the community while doing so. CSR programs are effective: a recent study shows more consumers are choosing cause-based brands over charitable giving as their way of “giving back.”

Integrated Communications

Companies must tear down PR, marketing and advertising silos to improve measurement and ROI. Beker’s assessment is on-point:

“Technology, globalisation, innovations and new media have changed PR, marketing and advertising. In a connected world, companies and brands can’t tell and live different stories on these three levels. They must provide the public with one face and one storyline.”

Public relations challenges:

Credibility

Through most of the 20th century, public relations professionals had to work hard to gain access to media outlets. This meant editors at those outlets tended to screen PR messages for accuracy, professionalism and quality. In the 21st century, anyone with an internet connection can get a message out in seconds. This has resulted in a lot of exaggeration, boasting and untrue claims that hurt the credibility of promotions that utilize PR. As a small-business owner, you have to find ways to establish your credibility when putting out a message. This can include your own

credentials and background, getting third parties to endorse your message and offering facts and figures to support your PR claims.

Multiple Channels

The days are gone when television, radio and newspapers were enough to reach your audience. PR in the 21st century must choose the pathways to the target audience. For example, a PR campaign could focus on text messaging as a way to target young people, switch to an email campaign for the parents of those young people and rely on traditional newspaper stories to reach seniors. In addition, each message might have to be stated differently to suit the method of distribution. Your campaign for your small business must use the right channel with the right message to reach your audience.

Measuring Impact of Social Media

Social media can look like a PR person's dream. It's simple to spread the word on the various social media sites. In fact, many of these link to each other so that a message appearing on one appears on the others. What's difficult is measuring the impact of using social media. For example, Facebook users often object to advertising and PR messages that appear on their personal pages. PR messages may be dismissed and ignored. As a small-business owner, you face the challenge of crafting your PR messages in ways that social media users will welcome. In addition, a small-business owner must survey customers to see if they found out about the business through social media or by other means.

Two-Way PR

A public relations message was once a one-way effort. In the 21st century, the target audience can reply to messages immediately. A small business may need to designate an employee to monitor social media responses to see if they are positive. This means you must be prepared to alter your message as you get feedback from your target audience.

Types of Issues:

Latent: Just being formulated by far-thinking scholars or social activities but with sufficient apparent validity that it could become an issue sooner or later.

Emerging: Starting to be written about in scholarly journals or specialty media: perhaps a special interest organization adopts the idea or a new group forms around it: early adopter opinion leaders begin to be aware: it starts to spill over to wider publics, but no coherent action plan or broad support is yet evident.

Hot: A full-blown issue in current debate.

Fall-out: Left-over remnants from the settlement of hot issues, which can come back onto the public agenda because they have already attained visibility.

Target audiences

If PR stands for public relations, it stands to reason that a vital part of PR is determining who your public is – that is, your target audience. PR is a targeted approach to getting your business' messages in front of the people you want to see them, and clearly a defined target audience is a key tool for achieving this. Your target audience comes down to who you are speaking to – the people most likely to be interested in what your business offers. Understanding your target audience is about determining who might be looking for your product or service. When you start working with a PR agency or doing your own PR, it's a good idea to specifically determine who your target audience is. That way, PR professionals will be able to target their efforts for maximum results.

In order to define your target audience, focus on these three main elements:

- Where they live. Geography plays a big part in PR. You wouldn't pitch a story into a Melbourne magazine if your business was based in Brisbane.
- What they read. It is critical to understand the type of media your target audience reads. This will give you powerful insight into what journalists to pitch your stories to. This could be online, in print, on radio or television.
- Characteristics. What defining traits do your target audience share? For instance, are they all working in a particular industry, are they mothers or are they interested in certain business trends? This information can be used to identify how and what media they consume and what messages might resonate with them.

Clearly defining your target audience when you begin PR activities will help you get the best results because your efforts will be targeted to the people who are most likely to respond positively. So take the time at the beginning, and your efforts will really pay off.

Target audience is a term that refers specifically to any groups targeted to be the recipients of a message. Target audiences may comprise entire individual stakeholder groups or publics who belong to several different stakeholder groups.

- **Active audience** – audience members who already are interested in an organization, issue, or cause. Instead of waiting to receive information on it, they seek it out from many sources and when doing so, they speak as well as listen.
- **Passive audience** – audience members who are not interested in an organization, issue, or cause or who are not interested at a specific time. Very few groups are made up entirely of active or passive members. The key often is to determine where the majority sits.
- **Intervening audience** – a group that can intervene with target audiences by passing on – even endorsing your message. This audience often is made up of individuals who are opinion leaders or key influencers with your target audience.
- **Media audience** – all those individuals who read, watch, or listen to a specific media outlet. Many media organizations compile demographic and psychographic information on their audiences.

- **Delivered audience** – all potential or actual viewers, readers, listeners, or participants who can be reached.
- **Effective audience** – all potential or actual viewers, readers, listeners, or participants in the target audience who are part of the delivered audience.

Public Service as Preventive Public Relations

Public service programs are expressions of an organisations concern for societal problems & needs. The public relations responsibility for organisations engaged in public service programs is normally that of creator & implementer. This role calls for the handling of:

- Strategy, planning & research
- Program design
- Civic participation
- Government & educational liaison
- Meetings & Events
- Media placement & relations
- Preparation of print, audio & visual materials
- Interviews & news conferences

Special Interests:

PRSA provides members the opportunity to network with others in their field of interest through Special Interest Group meetings and events.

PRSA Professional Interest Sections:

- Association / Nonprofit
- Corporate Communications
- Counselors Academy
- Counselors to Higher Education
- Educators Academy
- Employee Communications
- Entertainment & Sports
- Financial Communications

- Health Academy
- Independent Practitioners Alliance
- New Professionals
- Public Affairs & Government
- Technology
- Travel & Tourism

Importance of Compromise:

One of the best ways to reach your full potential within an organization and increase confidence is to understand what type of compromises one can make.

- In order to maximize their success, most people probably find the need to compromise in different areas, such as in the workplace, in relationships, or in other aspects of their personal lives. By agreeing to not get everything you want and acknowledging the other person's desires, conflicts can be resolved. This might take the form of negotiations in business meetings, sharing responsibilities with a spouse, or juggling different commitments to make time for all of one's personal goals.

Building Strong Relationships

- To work as a team or a family, knowing how to compromise can be an invaluable skill. It demonstrates your concern for the other person's needs, and your willingness to meet some of these needs through mutual cooperation.

Recognizing Unhealthy Compromises

- Although negotiations play an important role in working toward a common goal or project with other people, compromises can become unhealthy when they undermine a personal beliefs and values. A person should not make compromises that undermine your integrity, so having a trustworthy mediator can be important during a difficult negotiation.

Common perceptions about compromises believe that there are two main types of compromises; these are **SOFT** compromises and **HARD** compromises.

Characteristics of the SOFT compromises:

- Try to avoid conflict

- Generally more willing to give in
- Often more trustworthy and honest
- Focus is on building relationship
- They are usually interest- based compromisers searching for a mutually beneficial result

Characteristics of the HARD compromises:

- Aim for complete victory
- Can pressurize the other party
- Often lack consideration for the needs of the other party
- Can be seen as a 'haggler'
- They are usually power- based compromisers who view successful compromise as completely getting their own way

Issue Anticipation:

Public relations through environmental monitoring, research & connections with its publics can provide an early warning system of potential problems. Anticipating, analyzing and interpreting public opinion, attitudes and issues that might impact, for good or ill, the operations and plans of the organization. Issues management is an *anticipatory, strategic* management process that helps organizations detect and respond appropriately to emerging trends or changes in the socio-political environment. These trends or changes may then crystallize into an "issue," which is a situation that evokes the attention and concern of influential organizational publics and stakeholders. At its best, issues management is stewardship for building, maintaining and repairing relationships with stakeholders and stake seekers.

Scenario Technique:

Scenario planning aims to produce flexible plans to deal with potential crises. It combines known facts, with educated guesses, for example, the potential reaction of the press to news that an employee has committed fraud. One method of scenario planning is to ask 'What are the worst things that could happen to your organization or your client?'. Identifying all the possible 'what ifs' will allow you to assess the likelihood of them occurring and their severity if they did occur. Using this information it is possible to draw up a series of potential scenarios or stories and create a model for managing them.

In carrying out this type of planning, it may be possible to anticipate possible crises and adapt current protocols to prevent them from occurring in the first place.

Module 7: (8 Hours)

Crisis Management – Understanding how people typically react to issues – Human Nature – Role of communications – Types of crises – News media influence - Fundamental guidelines Case: Bhopal – A Nightmare for Union Carbide (CJSS)

Crisis management

The word crisis comes from the Greek kris is , meaning "decision".

Crisis management is the process by which an organization deals with a major event that threatens to harm the organization, its stakeholders, or the general public. The study of crisis management originated with the large-scale industrial and environmental disasters in the 1980s. It is considered to be the most important process in public relations.

Three elements are common to a crisis: (a) a threat to the organization, (b) the element of surprise, and (c) a short decision time. Venette argues that "crisis is a process of transformation where the old system can no longer be maintained." Therefore, the fourth defining quality is the need for change. If change is not needed, the event could more accurately be described as a failure or incident.

Crisis management is a situation-based management system that includes clear roles and responsibilities and process related organisational requirements company-wide. The response shall include action in the following areas: Crisis prevention, crisis assessment, crisis handling and crisis termination. The aim of crisis management is to be well prepared for crisis, ensure a rapid and adequate response to the crisis, maintaining clear lines of reporting and communication in the event of crisis and agreeing rules for crisis termination.

Crisis management consists of different aspects including;

- Methods used to respond to both the reality and perception of crisis.
- Establishing metrics to define what scenarios constitute a crisis and should consequently trigger the necessary response mechanisms.
- Communication that occurs within the response phase of emergency-management scenarios.

Crisis-management methods of a business or an organization are called a crisis-management plan

Understanding how people typically react to issues

Philip Lesley (1984), a veteran public relations counselor and philosopher/critic of the field, developed the following model. On any given issue dividing public opinion, people will fall into these groups:

- Zealots, minds made up as soon as they hear of the issue(Immediately Favorable)

- Have opinion won't do anything about it(Leaning Favorable)
- Willing to discuss, open – minded will drive decision(Opinion Leaders)
- Have opinion won't do anything about it(Leaning Unfavorable)
- Zealots, minds made up as soon as they hear of the issue(Immediately Favorable)

Human Nature:

When people are subjected to great emotional stress, their normally controlled behavior tends to become irrational & unpredictable. Their reactions turn down the steps of Maslow's hierarchy of human needs. Each of us is motivated by needs. Our most basic needs are inborn, having evolved over tens of thousands of years. Abraham Maslow's Hierarchy of Needs helps to explain how these needs motivate us all.

Maslow's Hierarchy of Needs states that we must satisfy each need in turn, starting with the first, which deals with the most obvious needs for survival itself.

Only when the lower order needs of physical and emotional well-being are satisfied are we concerned with the higher order needs of influence and personal development.

Conversely, if the things that satisfy our lower order needs are swept away, we are no longer concerned about the maintenance of our higher order needs.

Role of communications:

Communication plays an essential role in effective public relations. Two way communication between both the parties is essential and information must flow in its desired form between the organization and public. The receiver must understand what the sender intends to communicate for an effective public relation. The receivers (public, target audience, stakeholders, employees, investors) must clearly understand the sender's message.

IMPORTANCE OF COMMUNICATION IN PUBLIC RELATIONS

There can be no mutual understanding without communications and mutual understanding is the core of public relations.

Communication in terms of public speaking, exchanging information, being sincere or persuasive or expressing our feelings honestly. Hence we think that effective communication depends on having a good vocabulary, or a special talent. True and effective communication does depend on any of these factors but rather than on our ability to communicate.

In an organization effective communication transforms group in to a team. It reduces fatigue and struggle and the task in accomplished efficiently and more accurately as conflict are resolved leading to co-operation.

True communication transforms the speaker as well as the listener.

OBJECTIVES OF COMMUNICATION

- 1) Information
- 2) Advice
- 3) Order
- 4) Suggestion
- 5) Persuasion
- 6) Education
- 7) Warning
- 8) Raising moral
- 9) Motivation

Types of crises:

It is important to identify types of crises in that different crises necessitate the use of different crisis management strategies. Potential crises are enormous, but crises can be clustered

Lerbinger¹ categorized eight types of crises

1. Natural disaster
2. Technological crises
3. Confrontation
4. Malevolence
5. Organizational Misdeeds
6. Workplace Violence
7. Rumours
8. Terrorist attacks/man-made disasters

Natural crisis

Natural crises, typically natural disasters, are such environmental phenomena as earthquakes, volcanic eruptions, tornadoes and hurricanes, floods, landslides, tsunamis, storms, and droughts that threaten life, property, and the environment itself.

Example: 2004 Indian Ocean earthquake (Tsunami)

Technological crisis

Technological crises are caused by human application of science and technology. Technological accidents inevitably occur when technology becomes complex and coupled and something goes wrong in the system as a whole (Technological breakdowns). Some technological crises occur when human error causes disruptions (Human breakdowns). People tend to assign blame for a technological disaster because technology is subject to human manipulation whereas they do not hold anyone responsible for natural disaster. When an accident creates significant environmental damage, the crisis is categorized as *megadamage*. Samples include software failures, industrial accidents, and oil spills.

Examples: Chernobyl disaster, Exxon Valdez oil spill, Heartbleed security bug

Confrontation crisis

Confrontation crisis occur when discontented individuals and/or groups fight businesses, government, and various interest groups to win acceptance of their demands and expectations. The common type of confrontation crisis is boycotts, and other types are picketing, sit-ins, ultimatums to those in authority, blockade or occupation of buildings, and resisting or disobeying police.

Example: Rainbow/PUSH's (People United to Serve Humanity) boycott of Nike

Crisis of malevolence

An organization faces a crisis of malevolence when opponents or miscreant individuals use criminal means or other extreme tactics for the purpose of expressing hostility or anger toward, or seeking gain from, a company, country, or economic system, perhaps with the aim of destabilizing or destroying it. Sample crisis include product tampering, kidnapping, malicious rumors, terrorism, and espionage.

Example: 1982 Chicago Tylenol murders

Crisis of organizational misdeeds

Crisis occur when management takes actions it knows will harm or place stakeholders at risk for harm without adequate precautions. Lerbinger specified three different types of crises of organizational misdeeds: crises of skewed management values, crises of deception, and crises of management misconduct.

Crises of skewed management values

Crises of skewed management values are caused when managers favor short-term economic gain and neglect broader social values and stakeholders other than investors. This state of lopsided values is rooted in the classical business creed that focuses on the interests of stockholders and tends to disregard the interests of its other stakeholders such as customers, employees, and the community

Example: Sears sacrifices customer trust

It has 3 stages -precrisis -acute -chronic and -conflict resolution

Crisis of deception

Crisis of deception occur when management conceals or misrepresents information about itself and its products in its dealing with consumers and others.

Example: Dow Corning's silicone-gel breast implant

Crisis of management misconduct

Some crises are caused not only by skewed values and deception but deliberate amorality and illegality.

Workplace violence

Crises occur when an employee or former employee commits violence against other employees on organizational grounds.

Example: DuPont's Lycra

Rumors

False information about an organization or its products creates crises hurting the organization's reputation. Sample is linking the organization to radical groups or stories that their products are contaminated.

Example: Procter & Gamble's Logo controversy

News media influence

The relationship between the media and the public relations industry has often been cast as a turbulent one. The reality is of course much happier. Good and ethical public relations is about mutually beneficial partnerships with the media, leading to the sharing of quality content with the public.

Good public relations involves reciprocal relationships between journalists and public relations practitioners. Public relations practitioners work collaboratively with journalists on story ideas, facilitate media opportunities, and provide journalists with spokespeople and content. Journalists gain as they have access to more information, sources and background to build a story. Brands gain as they are given the opportunity to tell their story in the media. When done well, public relations influences what is covered in the media without compromising on journalistic integrity.

Social media has changed the media landscape. Social media puts the creation of content in the hands of brands, public relations practitioners and the public. In many cases social media sidesteps journalists, as information can be created and delivered by anyone and everyone. However, social media also makes the job of a journalist easier. The immediacy of news via social media ensures that journalists always have access to timely information. Stories in the media are also frequently shared via social media by individuals and brands. In the end, it is clear public relations has considerable influence with the media, but to predict to what extent is

difficult and perhaps even unnecessary. The reality is that good and ethical public relations is reciprocal; it's about productive relationships and shared influence which lead to great stories for the public.

Fundamental guidelines:

- Do an objective assessment of the cause(s) of the crisis.
- Determine whether the cause(s) will have a long term effect or whether it will be a short term phenomena.
- Project the most likely course of events.
- Focus all the most capable people (including yourself) on activities that will mitigate or eliminate the problem.
- Look for opportunities - there could be a "silver lining".
- Immediately act to guard cash flow.

Vtusolution.in