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**СВЯЗИ С ОБЩЕСТВЕННОСТЬЮ:  
ПРОФЕССИОНАЛЬНЫЙ  
РАЗГОВОР**

**УЧЕБНО-МЕТОДИЧЕСКИЕ МАТЕРИАЛЫ**

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# Unit I

## Public Relations in the Modern World

### Text 1



*(Before reading the materials on the topic, try to think of the subject and share your opinion with your group-mates as to what public relations are, how you understand the idea of PR as a profession. Base your statement on what you have learnt about it from news media and your teachers. Get ready to compare your information with that of the text).*

Public relations is a product of the 20<sup>th</sup> century. As business, it had its origin in the first third of the century. Its pioneers thought of themselves as in the business of “publicity” or “corporate publicity”. Only later did the term “public relations” come into general use. Whatever it was called, the activity filled a need. It is only in the twentieth century that public relations came to be codified, formalized, and practiced as a profession. Actually, however, it is as old as the human race. Every organization, institution, and individual has public relations whether or not that fact is recognized. As long as there are people, living together in communities, working together in organizations, and forming a society, there will be an intricate web of relationships among them.



The good will of the public is the greatest asset that any organization can have. A public that is well and factually informed is not only important; without it, an organization cannot long survive. Therefore, the starting point for good public relations in any organization is the development of sound policies that are in the public interest. Public understanding and approval must be deserved before they can be earned.

Public relations is notoriously hard to define, perhaps because public relations is actually a composite of many different elements – research, media relations, product publicity, graphics, public affairs, and more. From that can be derived a broad but accurate definition of public relations as the use of information to influence public opinion. Public opinion is the ultimate power in a free society, and the role of public relations is to ensure that the public has the information it needs to make informed decisions. Management began to see that the public interest had to be considered when important decisions were made.

A company making such a commonplace decision as one to change the price of a product, for example, at one time would take into consideration only the costs of production, the prices of competing products, possible reactions within the trade, and legal considerations. But today, other factors must be taken into account – public and consumer attitudes, the possible reactions of labors and of government to the price change, and the reactions of the financial community.

Once the decision has been made, public relations skills are called into play to announce the change so that it is clearly understood by all the “publics” that will be affected by it. These skills will include expert writing, careful planning and scheduling, and consideration and care in serving the special needs of the news media through which the announcement will reach the public.

The comprehensive term “the public” may be used to denote different groups, rather than the entire populace. Therefore we speak of “publics” rather than of “the public”. From the point of view of business and industry, the major publics that need to be addressed include the following:

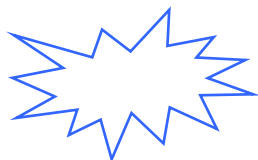
- **Employees.** Good public relations begins at home, and employees are part of the business “family”.



- **Stockholders.** They are the owners of the corporation – the “capitalists” whose investments provide the funds with which corporations are founded, maintained, and caused to grow.



- **Communities.** The area in which the corporations maintain



offices, factories, or service facilities. The people of the community are the corporation's neighbours, whose friendship, loyalty, and

support it needs.



- **The news media.** These comprise all the means of public communication – print, electronic, satellite, computer networks, and others that are constantly being developed and restructured as technology continues to improve and audiences become more segmented.



- **Government.** At all levels – federal, state, and local – government, as “the voice of the people”, has the power to tax, regulate, and in one way or another supervise the operations of corporations under its jurisdiction.
- **The investment community.** In particular, the people and institutions that analyze and evaluate the performance of corporations, and both invest themselves and make recommendations to others based on their findings.
- **Customers.** The ultimate consumers of the corporation's products, whose good opinion is vital to the continuing success and growth of the enterprise.

For any given enterprise this list of publics may be longer or shorter. For example, a corporation that sells its product only to other corporations is likely to have only a few customers, but one whose products include food or household supplies, for example, may have literally millions of them.

For organizations other than corporations, target publics will be defined differently, and will depend on the makeup, purposes, and goals of the organization.

Candidates for elective office and heads of government are perhaps the only persons for whom the public means everyone within their jurisdiction who is or may possibly become part of their constituencies.

Depending on the field of interest of a given institution, other audiences may be of paramount importance. These may be, for example, college-educated women, or ethnic groups, or teenagers, or a particular professional group such as doctors or lawyers.

Most organizations, upon launching a public relations effort, tend to concentrate first on those identifiable categories of people who are often referred to as “opinion leaders”. These are the people or groups who are admired by others, and who tend to be believed in. What they do, say, write or express opinions about actually forms public opinion. And often, the decisions they make are critical to the fortunes of the companies or other organizations that communicate with them.

### Word Study

- 1.1 Use the following phrases in your own sentences:  
To have one’s origin in; to come into general use; to develop a policy;  
to derive a definition from; to launch a public relations effort.
  
- 1.2 Differentiate one phrase from another (see the text):  
Under smb’s jurisdiction – within smb.’s jurisdiction;  
To mean – to denote;  
To be vital – to be critical.
  
- 1.3 Translate the following professional terms into Russian and memorize them as such:  
Sound policies, product publicity, public affairs, informed decisions, public attitude, service facilities, target publics, opinion leaders, corporate publicity (see the text).
  
- 1.4 Translate the sentences below into English (try to use the same structures as in the text):
  - И только в 20-м веке работа по связям с общественностью стала практиковаться как профессиональная;
  - Как только решение принимается, все умения специалистов по PR вводятся в игру;
  - Фирма, продающая свою продукцию другим фирмам, скорее всего будет иметь не очень много клиентов.
  
- 1.5 Explain the situational sentences (consult the context):
  - Whatever it was called, the activity filled a need.

- Public understanding and approval must be deserved before they can be earned.



## Scanning

- 1.6 Answer the following questions:
  - a) Public relations – is it a profession or secondary activity? A business?
  - b) Does PR serve internal or external goals and interests of an organization?
  - c) An author writes, a singer sings, a teacher explains, a jogger runs, a worker builds. What does a PR specialist do?
  - d) PR being hard to define, the definition given in the text seems to be insufficient. Develop it, widen it, deepen it and – insist on it.

### Unit 2



### **Public Relations Professional Text 2**

*(Before reading the text below, think of the role of a PR-professional. Is he/she an adviser to management, or an advertiser and promoter, or a sort of secret agent for the organization? Add your viewpoint to the story below.)*

Too many people appropriate the term “public relations” for their work, even though it may not fall into any category of public relations that a true professional would recognize. Fund raisers, for example, often call themselves public relations people because they use some of the techniques of public relations, such as newsletters and publicity.

A broad definition is needed to comprehend all of the activities that public relations people undertake today. The PR practitioner is a person with certain requisite skills, employed in particular ways. These skills, and the ways in which they are used, can be easily defined. We call them many things – publicity, release-writing, speech preparation, internal communications, for example. They are some of the routine processes of the PR function, and their performance requires special aptitudes or abilities in addition to certain personal qualities.

Beyond the fundamental skills, the public relations practitioner has a most important function, which is advisory in nature. It is the elusive function that distinguishes the true public relations professional from another person who may have the skills of communication but who somehow never successfully makes the move into public relations. Many an excellent writer, editor, or radio/TV news person has crossed the line into public relations from the media but has failed to become a competent public relations practitioner.

A well-regarded magazine writer with many published articles to his credit assumed that the objectivity he had cultivated would be a liability in PR work and tended to write one-sided documents that were often an embarrassment to his company and its clients.

The public relations person is required, without ever losing personal objectivity, to identify with the interests and policies of the organization. A person who cannot do this is not going to be successful in public relations and will be better off in another endeavor.

Few come fresh out of college or from another career fully equipped to serve as advisers to management. To do so requires a thorough understanding of the total functioning of the organization, its management style and policies, its corporate culture, its internal organization, and even its internal policies, as well as its problems, opportunities, goals, and strategies. Only when it is accomplished can the public relations practitioner call into play the special judgment, the “sense of public relations,” to advice about the organization’s human relationships. But it is this advice, no matter on what level of the organization it is given, that lifts the practice of public relations out of the mere management or operation of a communications program. And it is the quality of such advice over time that usually determines how highly the public relations function and its practitioners are regarded in the organization.

Today, young people by the thousands – men and women alike – are making public relations their first choice for a career. The world has passed beyond the point at which middle-aged or elderly PR people can be fully effective, unless their careers have been continuing exercises in self-education.

A Public relations is more than a professional exercise of communicating information and points of view. It is the principal means by which any institution accommodates itself to a changing world. Some administrators who do not have public relations training or experience are

innately sensitive to the pulse of public opinion and automatically consider it in arriving at important decisions. But many are not, and it is these decision makers who need the continuing guidance that only a PR-professional with good and experienced judgment can give.

There are no formulas for the development of good judgment, or “*public relations sense*.” It begins with an intuitive or acquired understanding of psychology and a familiarity with the sociological phenomena and history. The public relations practitioner relates this knowledge to what is learned on the job, making connections between the employer’s policies and actions and the reactions to be anticipated from the publics affected by them.

In time, the practitioner develops an ability to predict that is pretty reliable. He or she can anticipate what kind of reaction is likely to be caused by a given action – among the media, employees, shareholders, community neighbours, or other important groups. The practitioner is always keenly aware of the way variables can alter such predictions and will raise questions, propose alternative courses, and seek to minimize risk and maximize opportunity.

The true public relations professional avoids rote thinking and often has to use diplomacy in dealing with managers who think bad news can be softened with optimistic words, that a matter of great concern to the organization is automatically newsworthy, or that any important public is monolithic or unchanging. Public relations people who are on top of their jobs learn that all targets are moving targets, and that therefore the nature of the work and the exercise of good judgment require ceaseless acquisition of new information and new insights.

This kind of judgment is, of course, the product of a successful public relations career, rather than a prerequisite for entering upon one. Yet any young person thinking about devoting his or her life to public relations will want some assurance that the potential to develop along these lines is there before a career commitment is made.

You used to hear young people say, “I like people, and therefore I should be in public relations.” That, of course, is nonsense – if only because almost everyone likes people. There is no uniform opinion about the personal qualities, desired education, and experience needed for a PR career. Some say that there are only three prerequisites – brains, a sound education, and intellectual curiosity. It seems likely that the best educational preparation for a PR career is a sound liberal arts education. Often, the liberal arts student comes out of college with a good educational

basis in science and the humanities – history, psychology, sociology, literature, and political science. This leaves gaps, however, which the aspirant to public relations should fill by taking some additional courses – in economics, corporate finance, business law, marketing, and business organization, for example.

Young PR people with the greatest potential always exhibit a lively interest in people, events, and actions. They have insatiable curiosity and a high energy quotient. PR people have to be more energetic, more alert, and more reflective than the average person. They need to take a second look at every conclusion they come to, yet they also need rapid perception – the ability to understand a situation or a thought quickly and to access it in the context of their work.

The work is not easy. Most PR people, right from the beginning, are under the pressure much of the time. They have to go on until any given job is done, so there is little room in the business for people who want a nice, orderly, 9-to-5 routine... That makes the energy factor important.

Throughout a PR career, the practitioner has an inside view of the organization, and an association with the decision makers that makes him or her one of a privileged few. Often, the rigid departmental lines of communication mapped out on organization charts for most white-collar workers in a big organization simply do not apply to the PR representative, whose work is usually interdepartmental. But almost always the PR representative works, at least part of the time, with whoever is the top boss. To many, this is challenging and rewarding. And outside the plant or office, the PR person tends “to meet the most interesting people”. This is stimulating.

Everybody likes to be an “*insider*”. Public relations people automatically are, because they are the link between what is happening inside and the vehicles of communication that will tell others about it on the outside. Often, these events are significant and newsworthy – strike situations, important business developments, controversies of public interest. Even the preparation of a speech that helps shape policy may be of a form of participation in events.

There are other ways in which experienced public relations executives take part in policy formation. The most important role that a public relations executive can play in that of management counsel as readily as they do for legal, accounting, engineering, or technical opinions.

Writing professionally is a discipline that, once mastered, offers endless rewards to the PR worker. Working within confines, he or she still finds room for self-expression.

For most men and women in the field, the scope for expression is wide – much wider than that offered in any of the news media. The public relations writer must not only adapt to newspapers, magazines, radio, television – to all the media – but in time will probably also write position papers, speeches, programs, presentations, brochures, reports, even handle sensitive management correspondence. Most of this is under deadline pressure and brings forth the highest professional effort from anyone who really cares about writing.

PR people often enjoy a degree of freedom from routine. They may, and often do, put in long hours, and they are constantly fighting deadlines, but their work is far from dull or repetitious. There are always new challenges that vary with the changing aims and circumstances of the employer. PR people are oriented both to news and to problems.

### Word Study

- 2.1. Choose the suitable synonym from the right-hand side for the adjectives and the verbs below:

Indispensable skills	Deadline
Daily processes	Innate
A skilful practitioner	Competent
A very good understanding	Thorough
Natural sensitivity	Requisite
Under the extreme pressure	Routine
To use the skills	To exhibit
To carry out a process	To anticipate
To adapt to the world	To accommodate oneself
To foresee a reaction	To perform
To show an interest	To employ

- 2.2. Make up sentences on the basis of the text using the verbal combinations below: You are to describe some profession.

E.g. The coach calls into play the best soccer players.

To make the move into smth;

To be aware of smth;

To fill a gap;

To handle correspondence.

- 2.3. Explain the following combinations (consult the text if needed).

A well-regarded writer, one-sided documents, to identify with the interests of the organization, to be better in some endeavour, to avoid rote thinking, to be newsworthy, to be on top of one's job, insatiable curiosity, to take a second look at the conclusion, a white-collar worker, to put in long hours, a 9-to-5 routine.

- 2.4. Copy the following professional phrases and find their Russian equivalents (consult the text).

A fund-raiser, a newsletter, internal communications, special judgment, to cause a reaction, to maximize opportunity, a PR-practitioner, an organization chart, lines of communication (inside the organization).

- 2.5. Translate the sentences (see the text), paying special attention to the underlined words:

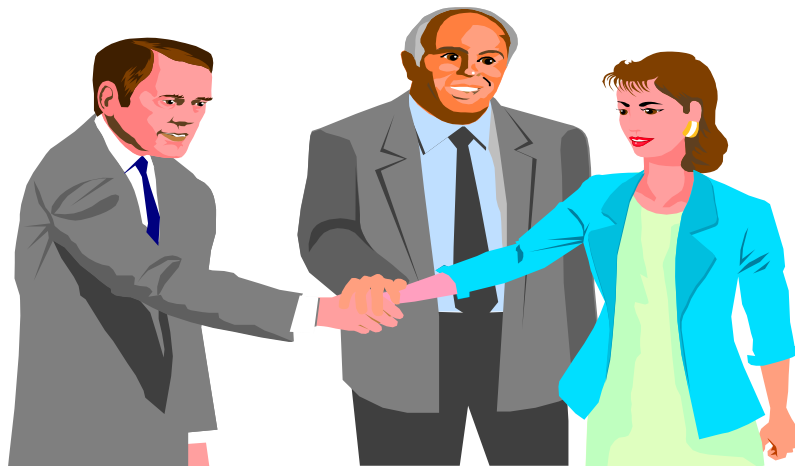
- От работника PR требуется полное единение с интересами фирмы.
- Для большинства мужчин и женщин, занятых в этой сфере, возможности для выражения широки.
- Они постоянно борются с крайностями.
- Обычно его работа не ограничивается одним отделом (работает с разными отделами);
- Известный журналист, опубликовавший много статей к вещи славе, принял объективность за обязательное качество для работников в PR.

### Scanning

- 2.6. Answer the following questions.
  - a) Why do men and women choose the PR career – to get much money, to achieve self-expression, to satisfy ambitions? Why else?
  - b) Can the PR work be easy for a PR person? He/she can be classified as “PR worker”, “PR practitioner”, “PR representative” and others. Which do you prefer? Link it to the first subquestion.

- c) The general qualities of a PR person are considered to be education, energy, competence. These are standard. But what props them up? Different people (thousands) are educated, energetic and competent. Who among them can make a PR professional?
- d) Speaking psychologically, many young men are attracted by the profession (a PR specialist). Don't they see the risk of it? The fiasco is going to be bitter and painful.
- e) Can a graduate of a liberal arts college grow into an enviable PR professional working for some engineering company?
- f) Would you make use of "the most interesting people" (see the text) if you were a PR practitioner? If you would, in what way? For what purpose?

### **Unit 3**



## **The Public Relations Field**

### **Text 3**

(Prior to reading the text, you think of all spheres of life and human activity when public relations work is needed or advisable. The text will show you the major spheres but you are free to specify or multiply them.)

Public relations deal with the transmission of facts, but it is, nevertheless, by its nature, self-serving to the user. The generic functions of PR are to educate, to disseminate news, and to advocate.

### **Education**

Many PR programs have no other object than to inform the public of certain facts. For a number of years, one organization in the pharmaceutical industry has devoted its entire public relations efforts to publicizing the safe ways in which to use medicines and to keep them out of the hands of

children. The content of the program is factual, positive, educational, and non-controversial.

Wide-spread ignorance of business economics among the general public is generally acknowledged. Over the years this lack of knowledge has been confirmed by hundreds of public opinion polls. For this reason, hundreds of large corporations and trade associations have made economic education a major objective of their PR programs. They have certainly done this in their own self-interest.

The educational function of public relations is real, and it is far more commonplace than many would expect. It touches on many areas. It is not confined to commercial enterprises. Almost every kind of organization engages in it: government agencies, educational institutions, nonprofit associations, and organizations of the professions.

### News

Disseminating newsworthy facts about the organization and chronicling events as they occur are important functions of public relations. Facts are by nature neutral, though they can be distorted and used to mislead. Any public or private organization that misuses facts, distorts them, or conceals them risks the loss of credibility, as do the individuals involved in messaging the facts.

Many corporate, associate, and institutional managers and public leaders jump at the chance to trumpet good news to the skies but try to lie low when the news is bad. This tendency is often simply a manifestation of most people's unfamiliarity with the customs and attitudes of the mass media. But it is also the understandable human desire to escape negative publicity and criticism.

Every effective PR practitioner has learned to face the dilemma of dealing openly with bad news. An organization's reputation with the print or electronic media is only as good as its day-in, day-out performance in passing along information, good and bad. Editors throw away handfuls of news releases for every one they use. Today, the organization that is not completely candid and open is automatically suspect. The PR person who does not understand this, or who is consistently overruled by higher management in adopting an open stance with the media, has a serious problem.

It is wise for the PR person responsible for handling an organization's relations with the news media to recognize how important the news media are in shaping the organization's reputation, and to serve as an intermediary between media and management not as one-sided "promoter". This



function does not relieve an organization's leaders of direct contact with the media. A spokesperson, although he or she should have access to the top executives and officials and should represent their interests, cannot replace them.

Despite management's views to the contrary, as far as the media are concerned, the only function of PR is to serve them. This can be done to their satisfaction only by a policy of prompt and full disclosure. This full-disclosure policy produces a positive effect on a company's position in the public eye compared to other companies.

### Advocacy

Most PR men and women are, at least in part, advocates. Some are advocates pure and simple. The role of advocacy in public relations is the most easily perceived by the media and, of course, by adversaries.

Unfortunately, too many shady operators, whitewash experts, and make-a-buck opportunists palm themselves off as public relations people. Where honest misunderstanding of the public relations function already creates difficulties, the depredations of such people reflect poorly on the entire craft. If this situation is ever to be corrected, it must be done by sincere professionals who in their own minds are clear about the distinctions in these responsibilities and who can make them plain to others.

Most of the advocacy activities in public relations are so clear-cut as to need no explanation. The public relations person who helps prepare testimony before an investigation commission or legislative committee – or who helps publicize it – is so obviously espousing a point of view that everybody recognizes the fact.

Advocacy is both an affirmative activity and a defensive one. A corporation acts affirmatively, for example, when it takes a stance for or against a legislative act. It is being defensive when it responds to an accusation. There is no question in such situations about the position of the corporation's PR representative. He or she is an advocate.

Professional public relations activities are undertaken in all major segments of society. The following list is by no means complete but it is intended to illustrate how broad the spectrum of public relations is:

- business and industry (corporate and divisional PR staffs in large corporations in several locations, and small, centralized staffs of smaller organizations);

- agriculture (different organizations employ PR people and lobbyists);
- trade and industry associations (these represent companies at all levels and have PR representation);
- travel and tourism (here PR looms extra large);
- Non profit organizations (here PR grows rapidly, employed by public hospitals, environmental, consumer, and feminist groups; ethnic organizations; museums, clubs, etc.);
- education (colleges, schools. Educational associations provide another large field of growth for PR people);
- government (from federal to county governments employ thousands or PR people; virtually every senator and representative has at least one PR assistant);
- labour unions (they employ PR staffs or use counsel);
- professional associations (these are heavy users of PR talent at their headquarters);
- politics (PR people are employed by candidates, political parties, and elected officials; much of the work is part-time);
- organized sports (teams and leagues, colleges and stadiums, clubs and sports-equipment producing companies require PR people);
- media (these are large users of PR talent, particularly in publicity and promotion);
- Public relations counsel (these are counseling firms that specialize in some of the above fields).

### **Word Study**

- 3.1. Choose the necessary prepositions:

to specialize \_ smth  
to devote smth. \_ smb.  
to be ignorant \_ smth.  
to relieve smb. \_ smth.  
to be familiar \_ smth.  
to be responsible \_ smth.  
to have an access \_ smth.  
to be compared \_ smth.  
to reflect \_ smth.  
to make smth.plain \_ smb.

- 3.2. Replace the bookish phrases with more habitual ones:

to disseminate news  
the loss of credibility

manifestation of unfamiliarity with the customs  
to be perceived by adversaries  
depredations of such people  
to espouse a point of view  
segments of society.

- 3.3. Imagine who can act as follows (construct a logical sentence):  
to jump at a chance;  
to trumpet smth./smb. to the skies;  
to lie low;  
to palm oneself off as smb./smth.

- 3.4. Explain the sentences below if they need explaining:
  - It is self-serving to the user.
  - Reputation is only as good as day-in, day-out performance in passing along information.
  - It is wise for a PR person to serve as an intermediary between media and management not as a one-sided “promoter”.
  - Some PR persons are advocates pure and simple.
  - There are too many make-a-buck opportunists in this business.
  - Advocacy is an affirmative activity.
  - Here PR looms extra large.

- 3.5. Register in your vocabulary some more professionalisms  
(supply them with Russian notations):

A nonprofit organization

A corporate manager

An associate manager

An institutional manager

A news release

A spokesperson

A shady operator

A whitewash expert

A legislative act

A counseling firm

In the public eye

To chronicle events

To distort facts

To misuse facts

To message facts

To pass along information

To take (adopt) a stance for (against) smth./with smb. (e. g. the media)

To be overruled by the management

To shape smb's reputation

To represent smb's interest

(Mind: the noun "stance" may turn into a hard nut to crack)

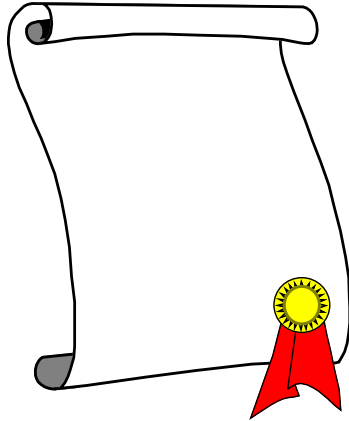
- 3.6. Consolidate your comprehension of the professionalisms below by composing special situations:  
facts – to distort, to misuse, to massage, to refute, to pass along;  
stance – to take, to adopt.

- 3.7. Translate the following sentences close to the text's grammatical structures.
  - У этой программы нет иных целей, кроме как информировать общественность о некоторых событиях.
  - Они являются активными потребителями опыта PR-работников.
  - На каждый пресс-релиз, который редактор использует, есть охапки их, которые он выбрасывает.
  - Важная функция PR – информировать общественность о фактах, которые могут стать интересной новостью.

### Scanning

- 3.8. Answer the following questions:
  - a) Education, information and advocacy – are these the three pillars on which the PR activities are hinged? Can we use here the term "PR-business"? Is there a fourth pillar? A fifth one, too?
  - b) Which of the aforesaid fields of PR efforts would you choose to work in? Why this choice? How about show-biz?
  - c) If engaged in politics, would you, a PR person, be satisfied with part-time work? If you would not, what would you do, say, if you were employed by a seemingly winning candidate?
  - d) You are a beginner, a novice, fresh from college. You were a faster among the students, highly graded. Why do you think a counseling firm will not hurry into hiring you?
  - e) Did you think of some field for PR unknown to all and sundry but you?

## Unit 4



### **Essential Functions of Public Relations**

#### **Text 4**

(You know that PR informs, publicizes, advocates and accumulates the database aimed at achieving success. But what techniques are used you must know, too, and how it functions in practice, and what its role is. Below are some outlines of PR activities which you have not classified in such a generalizing way.)

In public opinion is to be fully and accurately informed, it must have access to, and trust in, authoritative sources of information. In the case of a corporation or other organization, the most authoritative source is the head of the organization – the chief executive officer (CEO) or the equivalent.

Whatever is said by the CEO will be viewed both inside and outside the organization as the final word on the condition of the organization and on where it stands on a given issue. There are always some, of course, who question the accuracy of the CEO's opinions, interpretations, and forecasts. But when the CEO speaks for the organization, his or her words are viewed as coming directly "from the horse's mouth".

Therefore, the chief executive officer of any organization should be its most authoritative and credible spokesperson. Yet all sizeable organizations have other representatives: officers, plant managers, department heads and specialists of all kinds. The closer any of them comes to one-on-one discussion with people important to the organization, the more believable and convincing him or she is likely to be. As opposed to spokespersons, those who actually make policy cannot only speak their own minds but they can also respond personally to the reactions of those they speak with.

That is why in so many instances and programs public relations people insist on the personal participation of the CEO.

However, the CEO cannot be brought into person-to-person interchanges with the thousands of people. We sometimes forget that the use of PR techniques for the function loosely called “communications” is no more than an attempt to do indirectly what the executive is unable to do in face-to-face discussion. Putting out releases, appearing on television, and making speeches are necessary substitutes for personal conversation, but they are not nearly as effective. Each substitute has its own limitations. The listener may be hostile, skeptical, or unwilling to hear. One of the challenges of PR is to find the best, most workable ways of bridging the gap between the reality and credibility of the personal contact on the one hand, and the impersonal communications directed to groups on the other.

### **Spokespersons**

In any large organization, one of the first questions of public relations is: Who speaks for us?

In public relations the word “spokesperson” does not necessarily refer to someone who speaks directly. Spokespersons are those to whom any statement is attributed, as for instance in a news release.

Typically, in a large company the CEO will preempt the role of speaking on any specific topics considered sensitive. In most large organizations, spokespersons have a more restricted role: if the corporation has four lines of business, there are four lines of business, there are four spokespersons. Officers are the ranking authorities within their own sphere, but none is in a position to speak for the others. The difference between the limitation of the spokesperson’s role and its positive functioning is the organized effort of a PR department to put the materials of communication in the hands of all spokespersons. Organizing the formal spokesperson role in any big PR operation is a fundamental requirement, yet it is not a bar to enlisting large groups of non-executive employees to speak for the organization. But it is essential to understand that when this employee – spokesperson technique is used, it must be done under special conditions:

- story to be told need not be simple but it must be uniform, and the people chosen to tell it must have the right qualifications to do so;
- the subject must be of universal interest;
- control is required to ensure that the employees engaged in the effort perform as planned and do not transcend the rules assigned to them.

## **Communication Strategy**

PR people and executives to whom they report often have only limited control over their communications. A release may say exactly what its originator wants it to say, but its interpretation is mostly out of the organization's control once it leaves the office. Sometimes in interviews the right questions are never asked, or the executive being questioned may be ambiguous or misunderstood. Poor writing and clumsy talk promote misunderstanding. The act of communication is only half of a transaction; the reception or perception of what is communicated is the other half. Most PR people have seen with dismay how imperfect the perception often is.

This limited control puts a premium on quality in communications. Clarity and simplicity in language are keys to effective communications. Logic in the sequence of ideas is another key, as is the clean and evident organization of any written material. The best written communications do not leave the reader with unanswered questions or objections because of omission. Questions and objections should be anticipated in the planning of written materials answered in the writing.

Some of the most effective communications have been disseminated in the form of questions and answers. The Q-and-A technique is, of course, a special one that is not adaptable to all communications. It is selected as the most direct and hardest hitting approach to communicating a number of important but not closely related facts with brevity and impact.

Even the most affirmative things said in a PR program often have negative aspects that should be anticipated. An electric utility has good news: it is going to build a new generating station. Good news, indeed, but if the company tells its story this way, it will leave a lot of questions unanswered: environmental effects, location, community's reaction, temporary construction noise and dirt, etc. Making a general announcement of this sort is only the beginning of a communication program that will take different forms and may go on for years. One of the company's first considerations must be for the differing interests of its specific audiences. The purpose of tailoring communications for specific audiences is to serve the company's interests, to earn appreciation and support, to win acceptance of its policies and activities, to moderate criticism or to abate anticipated attacks, to maintain its markets and so on.

## **Subdivision of Public Relations**

Like the term “*public relations*”, the nomenclature for the many branches of the business can be confusing. Press relations, media relations, and publicity are sometimes used interchangeably and sometimes to make distinctions. Consumer and customer relations could be the same but are different. Public affairs are usually employed synonymously with governmental relations, but by some it is meant to encompass all public relations activities and concepts.

Some organizations now eschew the words “public relations” altogether, because of the frequent misuse of the term. They may call their function “corporate communication”, “corporate relations”, “corporate affairs”, or something else. But when they break the overall function down into natural components, the terminology usually reverts to generic use, such as “community relations”, “shareholders relations”, and the rest.

There is a tendency among some in public relations to add the word “relations” to any particular audience and thus seem to create specialties that do not, in fact exist. The real distinction between the general practice of public relations and a specialized practice of public relations and a specialized practice is not related so much to the audiences encompassed as it is to the different techniques used or of the special knowledge required. Public affairs (or governmental relations), for example, is a genuine specialty, principally because it requires an encyclopedic knowledge of the processes of government.

Most PR departments are smaller than their directors would like them to be, and only a relatively few are large enough to offer full-time specialists. Multi-plant manufacturing companies may have one “communicator” at each major plant location to handle both internal communications and community relations.

Double assignments on a PR staff are common, with the result that the great majority of PR people automatically gain experience in most of the field’s subdivisions. The professional assigned to cover an event for the employee newspaper in the morning may be planning the annual report at lunch and writing testimony on proposed legislation later in the day.

Where specialization reaches its occupational peak is in PR consulting firms. The nature of consulting is to confront, over and over again with many clients, the kind of problems any single client organization experiences only



from time to time. From a practical standpoint then, most PR people have to identify the distinctions between the major specialties if they are to apply their skills and judgments intelligently, as their work assignments vary.

### **Financial Relations**

This is a specialty peculiar to corporations and is rarely, if ever, practiced by other institutions. It is the means by which investor-owned firms regularly report operating results and other information to the shareholders, the financial community, and the public. It is a field calling for broad understanding of business law, economics, and corporate finance. Most PR techniques are involved in a financial relations program. Practitioners usually work closely with the top corporate officers, lawyers, and accountants; and must therefore have those qualities of knowledge, judgment, and tact to function effectively in this milieu.

### **Public Affairs**

This function is any organization's foot in the door of government. The public affairs representative monitors developments in the legislative, executive, and judicial branches of government, alerts management when developments are deemed important, and counsels on how to react. Public affairs practitioners channel the flow of information, suggestions, or requests from organization to government.

### **Internal Communications**

This is the only branch of PR in which the employer has complete control over most of the channels of communications. The subject of employee relations has been so extensively studied over decades that a special body of knowledge has accumulated, complete with theories of communication applicable solely to this field. Internal communication requires designing and producing the company's media, which may include the full array: newspaper, magazine, films, television, audiovisual instruction materials, booklets, and others.

### **Community Relations**

The community is where the large impersonal organization assumes a local face, and many PR activities can approach the nature of personal interchange. This can be good or bad, depending upon the performance of the organization and disposition of the citizens.

The practice of community relations often involves having organization officials participate in community affairs for the opportunity of personal contact, exposure of the company story through speeches, slide presentations, films, plant tours, and other opportunities to personalize and thus humanize the organization.

### **Publicity and Marketing Communications**

Publicity is more properly considered a technique of public relations than a specialty of its own. It is used in all branches of the business. But when it is considered in any organization to be an aspect of marketing, the subtle change in objective transforms the press relations, or publicity function, into one related to sales rather than policy. Even so, the talent required for marketing communications usually resides in the public relations department. In a corporation, marketing publicity is akin to the fund-raising publicity often considered a public relations function in nonprofit organizations.

Publicity is a potent force in marketing because people are more inclined to believe what they read or hear in an editorial context than to accept the same information in advertising. To undertake this kind of communication requires a strong marketing orientation.

There is a special skill in discerning what it is about a commercial product or service that can be made interesting to the media in the form of news, features, or visual attractions. It requires a detailed knowledge of potential media and their criteria for accepting or rejecting such factors. In some cases, technical experience or education may also be required.

The marketing communications specialist works toward objectives that quantify sales quotas, profitability, and advertising investment. He or she is part of a business-oriented team, required to think and perform more as salesperson than strategist. In addition to product publicity, professional effort may be required to handle motivational communications with the sales staff, prepare materials for dealers, and establish tie-in promotions with retailers and others.

### **The Specialists**

The foregoing branches of PR can be considered mainly because the functions are different, not because the audiences differ. The great changes in society that have led to the rapid growth of public relations in recent

years have required a good deal of specialization by people in the field, but not necessarily the development of new forms of PR.

Environmentalism is an excellent example. This movement gave rise to widespread fears about the degradation of the modern world. It led to further legislation and regulation. Because the environment is a pervasive subject, it has to be dealt with at every level of public relations. No new branch of PR has evolved to deal with this vast subject. New PR people capable of mastering all the facts of the subject have certainly been required, and their special knowledge is applied across the entire field of PR.

To keep abreast of developments in such a broad sphere requires a major effort. Only specialists can do this adequately. The same is true of other developments – health, education, food crisis, urban problems. There is no indication that the trend to specialization will slow down. More and more public and governmental concerns are being affected by the incalculable growth of knowledge that makes the simplest human relationships more complicated than ever. The functions of PR are not likely to alter radically – not in the near future, at least. A higher degree of specialization among PR professionals will be required.

### Word Study

- 4.1. Pay heed to how some international words are used in the text and compare their semantic scopes with those of Russian homophones. Say where the meaning is narrower or wider:

Premium, nomenclature, construction, location, natural, particular, occupation, intelligent, decade.

- 4.2. Combine the nouns and the adjectives below (see the text):

A spokesman	Incalculable
A spokesperson	Applicable
Ways of action	Adaptable
A technique	Believable
Terminology	Workable
A theory	Credible
Growth of knowledge	Interchangeable

- 4.3. Choose the prepositions (over, to, for, between, on, about) to use after the following nouns:

Control, a trend, an approach, the fears, consideration, a counsel, distinctions, a reaction, a report.

- 4.4. Explain the difference, if any, between the words below (see the text):

- different forms – differing interests
- a specialty – a speciality – specialization
- a customer – a consumer – a client
- a counseling firm – a consulting firm
- a standpoint – a viewpoint
- a potent force – a potential force
- relations – relationships
- professional – occupational.

- 4.5. Spot the tricks and right the wrong in the phrases of the text (couple the neighbours). Try to make use of the phrases in your sentences:

- to bridge a premium on smth.
- to put a gap between smb.;
- to gain a peak;
- to reach experience;
- to channel toward objectives;
- to work the flow of information;
- to give abreast of smth.;
- to keep rise to smth.

- 4.6. Use the lexical units you are more accustomed to change the following bookish phrases:

to abate attacks;

to eschew the words

to encompass all activities (the audiences);

generic use of terminology;

to revert to common use;

to function in this milieu;

to monitor developments;

to be deemed important;

the full array of media;

disposition of the citizens;

exposure of the company story through films;

a potent force;

a pervasive subject;  
the foregoing branches.

- 4.7. Complement some phrases looking like professional terminology to your vocabulary (with Russian equivalents to that):  
to speak one's mind;  
to put out a release;  
personal (person-to-person) interchanges;  
a face-to-face discussion;  
to cover an event;  
to attribute a statement to smb.;  
to preempt some role;  
to speak on a topic;  
employee- spokesperson technique;  
to transcend the role (the assignment);  
to promote misunderstanding;  
to make an announcement;  
to tailor communications with smb.;  
to moderate criticism.

- 4.8. Translate the sentences as close to the text's sentences as possible.
  - Его слова считаются исходящими из первых уст.
  - Все подмены совсем не столь эффективны.
  - Работники не должны переступать пределы тех задач, что поставлены перед ними.
  - У коммунального предприятия энергоснабжения имеются хорошие новости.
  - Первая забота фирмы – это различные интересы общественности.
  - Где специализация поднимается до профессиональных вершин, так это в консалтинговых фирмах, занимающихся PR.
  - Могут потребоваться профессиональные усилия для установления тесного сотрудничества с розничной торговлей.

### **Scanning**

- 4.9. Answer the following questions:
  - a) Most departments are small, but the problems and assignments are many. Can a small department cope with the influence of issues? What can bring success?
  - b) The position of a spokesperson seems to be attractive and of prestige. Is it because this person is popular and respectable? What

- quality comes first? Or does everything depend on what organization the person speaks for? Or on the CEO?
- c) Does a PR practitioner have a right to sort out the public or the audience which to communicate with? The act of communicating is half a job, is it not? Must PR specify the public in its programs?
  - d) Will it please you if you are assigned various types of activity by your PR boss? Yet may it be interesting?
  - e) Which branch is the most boring - financial relations, internal communications, or community relations? In this case you must be either finance-educated or psychology-trained, mustn't you? Which would you select among the three?
  - f) You're a linguist, also trained in history, literature and psychology. Would you like to practise public affairs? When will you feel fit for this function? Here to be a looker and a talker is far from enough. A public affairs practitioner is another politician. Is he/she?
  - g) A PR person working in the line of publicity and marketing communications is supposed to be economics-educated. If he or she is not, but assigned this task, what could help to deal with trading and manufacturing companies? Would the person rush to get economics-oriented education?
  - h) Is PR a rewarding and promising occupation? What prospects are in store for a young practitioner?
  - i) In practice, a PR specialist can't be a nine-to-fiver. It is over-time work that determines his/her life style. Will he survive?

## Unit 5



### **The Role of Research in Public Relations**

#### **Text 5**

*(Life of human beings is research in the study of communications. But what communications – this side or the other side? The PR side or the outside? You speak your mind, then read the survey of a specialist.)*

PR is only as good as the research that underlies it. Nothing creative can happen in the blind. PR, by definition, depends upon a repository of information in the minds and hearts of the target audience. Research defines what information may be missing and how existing information can be credibly reorganized. Research is of strategic importance. Research helps target information to strike responsive chords and to produce credible effects in its targeted audiences.

PR research can be broadly classified into two categories: factual research of public information and public opinion research. It is the study of the listener, watcher, or reader who makes up the “public:” the practitioner “relates” to.

Factual research can produce clues. Opinion research can produce hypotheses. When processed by the creative mind of a publicist, such clues and hypotheses lead to effective campaigns.

Reading may be as important a function to public relations as writing. Much of the practitioner’s world involves accumulating, evaluating, classifying, and synthesizing information and ideas.

To work at their best, public relations men and women must have easy access to such minimum reference tools as a good dictionary, a thesaurus, an atlas, at least one almanac, a compendium of governmental statistics, and a library at the end of the telephone.

Even the smallest public relations department or counseling firm needs a reference library and some method of culling useful information from newspapers and other periodicals. To keep current, practitioners must be exposed to the press and other daily media important to their organizations.

In any PR organization of more than a few people, a librarian quickly becomes a must, even if the person cannot devote full time to this task. Few busy PR practitioners have the time to read all the publications crossing their desks. Somebody has to scan many of them to clip out those items the professional ought to see and may want to route to others. This is an important form of PR research.

Once someone has been designated as reader and clipper, that person is usually asked to dig facts out of standard references for articles and speeches.

Few PR activities can be accomplished without some element of literature research. Most matters can rarely be dealt with without reference to authoritative sources outside the organization.

Larger corporations, trade associations, and PR firms tend to maintain libraries staffed with professionals. In some organizations, there is a substantial department to conduct research.

In a large department, researchers do much more than simply clip articles and monitor newswires. Research projects constantly flow into such a department and can range from requests for four reference-book information to quite elaborate sometimes difficult undertaking. Researchers are made a part of the PR team.

A small PR department or counseling firm that wants to establish a research capability with limited funds needs the minimum reference works previously mentioned.

### **Opinion Research**

There are vast data banks that can tell researchers and PR people almost anything they need to know about the public, demography, market behaviour, media habits, lifestyles and opinions. There is so much opinion research available today that, before commissioning a new study, the practitioner should ask, “Does the information exist already?” It probably does. Advances in computer software enable researchers to use these data banks as if they were a single, integrated system. Software programs have been developed that break up, or segment, each group of population into definable groups on a national or local basis, allowing them to be analyzed with regard to buying habits, political beliefs, or any of the data banks.

A public opinion researcher must be aware of why a poll or survey is contemplated. When a survey is conducted for purely PR purposes – that is, to generate information for publicity campaign through news media – then the researcher must follow professional and ethical procedures to avoid criticism.

Of the custom surveys conducted annually by public opinion research companies for public relation or marketing purposes, only a small percentage are for publications. Most are for strategic use; that is they are used to design communications strategies, not to be a story in themselves.

Typical techniques for carrying out quantifiable surveys include the telephone interview, the face-to-face personal interview, and the self-administered, mail-back poll. The latter technique is especially useful for internal samples (employees, shareholders, or customers), where a response rate of 60 per cent or more can be expected if the survey is implemented correctly.

Research provides tangible understanding, based on documentation that gives a substantial basis for the direction of almost any PR venture.



## Word Study

- 5.1. Give the five synonyms for the verb ‘to execute’ (e.g. some function or duty), all of them were used herein (e.g. concerning researches and other PR activities).
  
- 5.2. Find the difference between the elements of the couples below:
  - a target audience – a targeted audience;
  - a research – a study;
  - a survey – a poll;
  - A custom study – a commissioned survey.
  
- 5.3. Analyze and explain words in the following combinations:
  - they must have a library at the end of the telephone;
  - nothing can happen in the blind;
  - to work at their best, they must have easy access to many tools;
  - to keep current, they must read periodicals;
  - a librarian becomes a must;
  - media habits of the public;
  - market behaviour of the public;
  - the surveys are used to design strategies, not to be a story in themselves;
  - a quantifiable survey;
  - a self-administered, mail-back poll.
  
- 5.4. Fill in the blanks, using the lexical units from the text.
  - Intelligence and knowledge are a prerogative of a human being. The human brain is \_\_\_\_\_ .
  - Research underlies public relations, PR depends upon research, it perfects and promotes PR. Research is of \_\_\_\_\_ .
  - I dig out info from mass media. I not only select it, I \_\_\_\_\_ .
  - They read, listen and watch. They are flooded with statistics and news. We may say that they are \_\_\_\_\_ .
  - He took office last week. We were surprised, but we lacked some figures. All of a sudden, the FBI offered their database, and this \_\_\_\_\_ .
  
- 5.5. Give the Russian equivalents for:
  - factual research;
  - opinion research;
  - to process information;

- to cull info from smth.;
- to route info to smb.;
- to conduct a research;
- a custom survey;
- to commission a study;
- to contemplate a study.

- 5.6. Translate the following sentences:

- Для осуществления деятельности по связям с общественностью необходимо пользоваться информацией только из компетентных источников.
- Она делала вырезки, фиксировала телеграфные сообщения, звонила по телефону по указанию редактора, а по вечерам училась в университете на отделении PR.
- Мэр часто обращался к нашему отделу. Эти обращения были разного свойства – от простенькой просьбы до серьезного указания.
- На сегодняшний день в библиотеке коммерческого центра имеются в наличии результаты всех исследований по проблемам рекламы и маркетинга в нашем городе за последние три года.
- Возьмите распечатки с итогами опроса общественного мнения и проанализируйте их относительно реакции респондентов на срывы в работе коммунальных предприятий города.

### **Scanning**

- 5.7. Answer the following questions:

- a) A non-professional may think that PR needs no research that mechanical accumulation of information will suffice for practical work. Is he/she right?
- b) The author suggests two categories of research: factual and opinion. How do internal communications and strategic surveys come in? Couldn't they form a third category?
- c) Accumulation of information starts with –what? Do we know where we end? What kind of process is accumulation in itself?
- d) Data banks. Banks of what data? Who banked these data? Can PR always bank on them? The data bank and the database, are they not cousins?

- e) PR is worldwide. PR organizations are uncouted. Many are worldwide celebrities. Alongside with public opinion research companies. In America, Europe, Asia. Name some of them.
- f) Do PR departments have to have special researchers on the staff? Or do PR practitioners have to conduct research themselves, hands and heads? Who is to decide?

## Unit 6



### **Working with News Media Text 6**

*(After reading their title, you may be struck by some idea, definitely touching upon the communications of PR personnel with the news media. What is this impulsive idea? Of an interview with a smiling face? Of a news-release that has claimed half-a-day's energy of yours? Be honest and share your idea with your group mates, at least while you are students.)*

Getting desirable news and feature coverage in the media is an essential function of public relations. Known as successful media placement, this is more than a mechanical process; it is something of an art. Practicing this art requires a multitude of talents: a flair for creativity, an eye or ear for the unique story, an understanding of the media, and a solid knowledge of the company, issue, or product being presented to the media as newsworthy.

Just getting an organization's or individual's name in the newspaper is pointless if that exposure has no other goal than gratuitous publicity. Having a good idea or "hook" is important, but even more important is the ability to put the "media plan" into effect, to follow up with contracts, and to create tangible results.

Media placement begins with research. The successful practitioner is constantly on the lookout for something that sets his or her company, client, product, or service apart from the rest of the pack. What makes the firm's activities more interesting than those of its competitors?

When the PR practitioner is confident of the objectives of the program and the themes or ideas to be presented, it is time to identify the appropriate media to approach. There are several reliable media directories available.

Whether he or she is trying to set up an interview, publicize a service, or promote a product, the PR practitioner usually approaches the media first with a carefully crafted and succinct pitch letter and then follows up with a phone call.

The PR practitioner should be prepared to deal with no quests for exclusivity. He must clearly understand whether an editor is asking for an across-the-board exclusive (that is, the story will be discussed with no other outlet) or just an exclusive within a geographic area or field of interest.

Since public relations practitioners work with electronic as well as print media, it makes sense to avoid such outmoded terms as “*press releases*”, “*press kits*”, and “*news conferences*”. No one wants to alienate the all-important electronic media by employing that print (i.e., press) is the only game in town.

One of the most important tools in dealing with the media information is news kit. The material in the kit should be factual, accurate, well-written, and attractive.

The kit may include: news release; question and answer sheets; fact sheets; photographs; film clips or slides for television; colour transparencies with captions (if in colour); logo sheets; maps; charts and graphs; pertinent reprints; speeches; biographical information on individuals mentioned; news-letters; company magazines; brochures; annual reports; list of sources to contact for additional information.

Delivery is generally determined by many factors: time, importance of the media. Distances. The PR practitioner has several options: regular mail, overnight mail, special messenger, personal delivery, or special newswire.

PR practitioners sharply differentiate between the print and electronic media. A story that merits a thousand words in a daily newspaper may get 200 words in a weekly new magazine, 60 seconds on television, and ten seconds on radio. Skilled practitioners take advantage of these differences to tailor their information to the requirements of each medium. They see the differences as opportunities rather than obstacles.

## **Print Media**

**Newspaper.** They are dailies and weeklies. The physical size (tabloids versus standard) and circulation may differ, yet content is generally similar. They report mainly on events of the previous day or the same day. In a few large cities, both morning and evening papers are published. They use photographs from a wide range of sources. Weeklies differ from a wide range of sources. Weeklies differ from dailies in several ways, often going into more depth. From a PR practitioner's standpoint, a weekly may be more receptive to good material from PR people, because a weekly paper editor has a small staff, or even no staff for news gathering, and may have less time to consider outside material.

**Sunday supplements.** They generally are published on weekends (for example, Parade and USA Weekend in the USA). They are feature oriented and tend to keep to topical events. They run information of an "evergreen" nature as well. A key point for a PR person to remember in working with them is the rather long lead time, 6 to 8 weeks, under which they operate in developing their features.

**Consumer magazines.** They offer tremendous opportunities for the PR practitioners (e.g., more than 1,500 magazines in the USA). They zero in on particular subjects, such as sports, business, computers, health, food, and travel (unlike the handful of general interest magazines). Publishing dates range widely: weekly, monthly, quarterly, and semiannually. The best advice for a PR person is to check with the editors on their needs or to submit queries before investing substantial time in story development.

**Trade publications.** They cater primarily to the needs of specific segments of business and industry, virtually every industry. They depend on the needs of the readership.

The key to working with the print media is a good working knowledge of the requirements of the publications. It is essential to know the media. A good PR practitioner must pick up recent copies of the publications and study them: how they treat subjects, which subjects are emphasized more than others, who the columnists and the editors are, how they treat photos. It pays to have this kind of information in hand before approaching publications. It is especially counterproductive to propose a story that is the same as or very similar to one recently used.

## **Electronic Media**

**Television.** In dealing with television, PR practitioners distinguish sharply between ideas for network television and those for local stations. Network TV is rarely interested in a subject without national appeal, while TV stations are rarely warm to an idea, story, or project that lacks local or regional interest. Time is another important element. In planning for TV publicity, practitioners look for a story with dramatic or, at the very least, interesting visual qualities. Without something eye-catching, an idea has little chance of making it to the TV screen. The PR practitioner should have a good working knowledge of the specific show or newscast targeted for publicity: format, time-frame, type of guests, point of view. This knowledge permits a story to be positioned properly so that it has the greatest possibility for acceptance. In publicizing a news story, the PR person almost always deals with a program's producer who decides whether a specific story will become part of the newscast.

**Radio.** It provides more frequent news coverage than any other medium (even every half-hour throughout the day). The primary opportunity for publicity in radio lies in the great number of talk shows that interview guests.

## **How to Reach the Media**

There are literally dozens of techniques for generating media interest. Each has benefits and drawbacks.

**Written release.** A news release commits a story to paper in the style acceptable to the media for which it is intended. Some general news stories are written one way for newspapers and another for the electronic media. The release may be a single copy for a particular news outlet, or it may be reproduced by the hundreds for broad distribution.

**Interview.** When the subject matter is important enough, when questions that must be answered by an authority will arise, or when publicity for an individual is the goal, interviews may be necessary. There is no way of categorizing interviews; they will follow the interviewer's interests and may often stray considerably from the original subject. Often, for the electronic media, they are recorded at length, but only one or a few short segments actually go on the air. Print media interviews may last for extended periods, or reporters may return time and again for further information or viewpoints. Thorough preparation can help a spokesperson

handle difficult, even hostile questions with confidence. Similarly, providing the interviewer with background information on both the spokesperson and the topic can help keep the interview squarely on target.

**News conference.** It should be reserved for especially newsworthy events. In deciding whether to hold a news conference, the PR staff must ask, “Can the information be disseminated as effectively in any other way?” If the answer is no, then a conference is in order. A basic checklist of activities and due dates includes site selection, refreshments, audio-visual equipment, speeches, invitations, media lists and confirmation calls, press materials, staffing, run-through, and devil’s advocate questions. This list can go a long way in helping to make a news conference successful.

**News briefing.** It can be used when a company does not have hard news to report but can provide interesting background information or its views on a particular issue. The briefing permits an exchange of views or in-depth questions. Media representatives are receptive to this approach.

**Editorial board meeting or roundtable.** A business leader or spokesperson will meet with the key editors of a publication to discuss the companies or industry’s plans and prospects. Such meetings give the spokesperson an opportunity to influence future editorial opinion.

**Media tours.** It is sending a spokesperson or public figures to several cities to speak with as many reporters as possible. Such tours can be effective ways to target a message to specific geographic markets. Before a media tour, the spokesperson should be thoroughly rehearsed to deliver key messages as well as to become comfortable with various interviewing techniques used by the media.

**Case histories,** or success stories. They are publicity stimulators, particularly for trade publications. Often the case history is based on a satisfied customer’s explanation of how it has been helped. Such stories are informative, educational as well as promotional.

**Editorial colour page.** Some practitioners, especially in food publicity, provide newspapers with camera-ready copy and artwork or photography. A colour page should feature good quality photos and interesting copy.

**Video news release.** It can make it easier for stations to cover a story. It is a “clip”, featuring the company’s message. It can be distributed to TV stations across the country. They may pick up the release for use in their regular news programming. If the release is mailed to the station, the PR staff must keep in mind that more than the videotape can be sent (related press materials can be included).

**TV slide kit.** Less expensive than a video release. Includes a script, slides, and various props that a broadcaster can incorporate into a program. The skill lies in designing the kit.

**Special radio opportunities.** A service is offered whereby a company can buy time for informational features on a regular schedule (e.g., from two to 30 minutes).

**Radio actualities.** These are prerecorded features. They can be scripted versions of press releases for newspapers.

**Radio interviews.** Radio stations conduct interviews over the telephone. So, a spokesperson is used in a cost-effective manner. The PR practitioner can use such interviews to target information to specific audiences or areas.

**Radio trade-for-mention promotion.** Radio is open to company-sponsored contests. The company develops a contest or a promotion concept that involves listener participation. The company provides prizes at no cost to the station.

**Media alert.** To target a particular media group that is not readily reached over a news wire service, it’s a good idea to send the media alert by mail or messenger. The alert may be packaged with eye-catching press materials.

**Backgrounder.** It is a document that covers the entire subject in an easy-to-read form (written in journalistic style). It can run 20 pages or longer. Particularly useful in developing feature stories.

**White papers.** Similar to backgrounders. The difference is that white papers focus on a company’s position. Both are designed as reference pieces rather than news releases.



**Photographs.** It tells a story with little reliance on the text. Captions and cut lines identify the picture. Every photo submitted for editorial consideration should be clearly marked. The media will give short shrift to photographs that are not first rated.

So, the task of working with the media can be capsulized in a few key phrases:

- Discover and create a unique and salable story.
- Target the audience.
- Pitch the appropriate story to the appropriate media with finesse and honesty.
- Know how to use spokespersons. They must be well prepared.
- Clearly identify an available person who can be contacted for more information.

### Word Study

- 6.1. Match the following nouns and infinitives (scooped up from the text):

The ideas	To report
The media	To be positioned
The list of sources	To approach
A story	To contact
News	To be presented

- 6.2. Use the dictionary and explain (see the context):

gratuitous publicity;  
 a succinct letter;  
 tangible results;  
 pertinent reprints;  
 tabloid versus standard;  
 general interest magazines;  
 the primary opportunity;  
 to record an interview at length;  
 to keep the interview squarely on the target;  
 devil's advocate questions;  
 to become comfortable with various techniques;  
 a promotion story;  
 a camera-ready copy;  
 artwork;  
 to give a short shrift to smth.  
 to capsulize the task in some words.

- 6.3. Find the synonyms for the following:
  - a multitude of talents;
  - a solid knowledge;
  - the appropriate media;
  - a carefully crafted letter;
  - outmoded terms;
  - to have several options;
  - tremendous opportunities;
  - to be more receptive to good material;
  - information of an “evergreen” nature;
  - to invest time in smth.;
  - to have hard news;
  - it is counterproductive to propose a similar story;
  - a subject without national appeal;
  - to have a good working knowledge of smth.;
  - dozens of techniques.
  
- 6.4. Translate into Russian (see the text).
  - The story will be discussed with no other outlet.
  - Print is the only game in town.
  - A story merits 60 seconds on TV.
  - Sunday supplements are feature-oriented.
  - Magazines zero in on particular subjects.
  - The advice is to submit queries before developing a story.
  - It pays to have this kind of info in hand.
  - TV stations are rarely warm to such projects.
  - There is no way of categorizing interviews.
  - The skill lies in designing the kit.
  
- 6.5. Translate into English applying the phrases from the text:
  - При таком малом штате нам трудно проводить в жизнь этот план.
  - Специалисты PR должны осторожно выбирать СМИ для взаимодействия.
  - Прежде всего, следует отделить дорогостоящие каналы информации от доступных.
  - Когда вы уверены в таком способе рекламы, убедите всех коллег в его выгоды.
  - Воспользуйтесь преимуществами электронных СМИ и ускорьте распространение этой очень важной информации.

- Гуманитарное образование предлагает широкие возможности молодым энергичным людям в сфере журналистики, социологии и связи с общественностью.
- Многие печатные издания пытаются угодить местным властям и прибегают к искажению фактов.
- Никто не будет знакомиться с материалами, похожими на те, что публиковались недавно.
- Если работники PR не совершенствуют свои знания, не расширяют свой кругозор, то у них мало шансов повысить авторитет своей службы.
- При нынешнем техническом оснащении нет необходимости мучить машинистку перепечатыванием ваших материалов – вы можете размножить их сотнями за считанные минуты.

*The phrases from the text:* to be similar to smth, to cater to smth, to have little chance of making it to smth, to reproduce smth. by the hundreds, to put a plan into effect, to offer opportunities, to be on the lookout for smth., to take advantage of smth., to be confident of smth., to set smth. apart from smth.

- 6.6. Add these phrases to your professional vocabulary and make use of them in the situations of your own.

Media placement	A confirmation call
A pitch letter	A run-through
An exclusive	A case history
A new kit	A promotion concept
Overnight mail	A media alert
Circulation	A backgrounder
A feature	To keep to topical events
A consumer magazine	To run information
A newscast	To stray from the subject
A site of conference	To go on the air

### **Scanning**

- 6.7. Answer the following questions:
  - a) Why does PR try to make use of the news media? The question looks irrelevant, but there is a standpoint among businesses that PR people must do everything themselves.
  - b) The print and electronic media. Do you know of some other? Telepathy?

- c) The news media of America, Europe, Asia. How many of them do and must you know? How about news agencies? CNN, CIA, BBC, and others?
- d) Speak of the primary ways to reach the media, or the troublesome ones, at that. Which is easier – to write stacks of stuff or to arrange an array of functions? Are you an author or an organizer?
- e) Try to formulate the lines and procedures of cooperation between PR and news media.

## Appendix 1

### **PRSA Code of Professional Standards for the Practice of Public Relations**

This Code was adopted by the PRSA Assembly in 1988. It replaces a Code of Ethics in force since 1950 and revised in 1954, 1959, 1963, 1977, and 1983.

#### Declaration of Principles

Members of the Public Relations Society of America base their professional principles on the fundamental value and dignity of the individual, holding that the free exercise of human rights, especially freedom of speech, freedom of assembly, and freedom of the press, is essential to the practice of public relations.

In serving the interests of clients and employers, we dedicate ourselves to the goals of better communication, understanding, and cooperation among the diverse individuals, groups, and institutions of society, and of equal opportunity of employment in the public relations profession.

We Pledge:

To conduct ourselves professionally, with truth, accuracy, fairness, and responsibility to the public;

To improve our individual competence and advance the knowledge and proficiency of the profession through continuing research and education;

And to adhere to the articles of the Code of Professional Standards for the Practice of Public Relations as adopted by the governing assembly of the Society.

## Code of Professional Standards for the Practice of Public Relations

These articles have been adopted by The Public Relations Society of America to promote and maintain high standards of public service and ethical conduct among its members.

1. A member shall conduct his or her professional life in accord with the public interest.
2. A member shall exemplify high standards of honesty and integrity while carrying out dual obligations to a client or employer and to the democratic process.
3. A member shall deal fairly with the public, with past or present clients or employers, and with fellow practitioners, giving due respect to the ideal of free inquiry and to the opinions of others.
4. A member shall adhere to the highest standards of accuracy and truth, avoiding extravagant claims or unfair comparisons and giving credit for ideas and words borrowed from others.
5. A member shall not knowingly disseminate false or misleading information and shall act promptly to correct erroneous communications for which he or she is responsible.
6. A member shall not engage in any practice which has the purpose of corrupting the integrity of channels of communications or the processes of government.
7. A member shall be prepared to identify publicly the name of the client or employer on whose behalf any public communication is made.
8. A member shall not use any individual or organization professing to serve or represent an announced cause, or professing to be independent or unbiased, but actually serving another or undisclosed interest.
9. A member shall not guarantee the achievement of specified results beyond the members' direct control.
10. A member shall not represent conflicting or competing interests without the express consent of those concerned, given after a full disclosure of the facts.
11. A member shall not place himself or herself in a position where the member's personal interest is or may be in conflict with an obligation to an employer or client, or others, without full disclosure of such interests to all involved.

12. A member shall not accept fees, commissions, gifts or any other consideration from anyone except clients or employers for who services are performed without (heir express consent, given after full disclosure of the facts.

13. A member shall scrupulously safeguard the confidences and privacy rights of present, former, and prospective clients or employers.

14. A member shall not intentionally damage the professional reputation or practice of another practitioner.

15. If a member has evidence that another member has been guilty of unethical, illegal, or unfair practices, including those in violation of this Code, the member is obligated to present the information promptly to the proper authorities of the Society for action in accordance with the procedure set forth in Article XII of the Bylaws.

16. A member called as a witness in a proceeding for enforcement of this Code is obligated to appear, unless excused for sufficient reason by the judicial panel.

17. A member shall, as soon as possible, sever relations with any organization or individual if such relationship requires conduct contrary to the articles of this Code.

### **Analysis of the text**

Before discussing the above Code, look at what seems to be of linguistic interest to the student:

- 1) The use of the modal verb “shall” after a noun in singular is characteristic of official documents such as codes, contracts. (For example, “the Buyer shall buy and the Seller shall sell...” – an opening phrase of some contract meaning: “Покупатель обязуется закупить, а Продавец продать ...”). In this same code there is a phrase 100-percent synonymous to the modal verb “shall”. Find it and remember it.
- 2) Paragraph 15 of the above Code bears a reference to some Bylaws. Don’t worry, be certain that it means nothing but some internal rules, laws, or regulations worked out and issued by the same organization (society, association, etc.)

3) The style is clerical and official, hence directness and accuracy of expression. But you must be inquisitive analysts, so apply the text's structures to the following sentences (primarily, the underlined words):

- Members hold that the exercise of human rights is essential.
- We devote ourselves to the purpose of better communication among the various individuals and groups.
- We are obliged to conduct ourselves professionally.
- We must advance the knowledge and experience of the profession.
- A member must be a model of honesty and integrity.
- A member shall adhere to the standards of truth, respecting the ideas of others.
- A member must not use any individual declaring him to be independent and impartial.
- A member must not represent competitors without the certain accord of the parties.

After all, the style of the Code does not allow a student's jugglery in linguistics, so he or she had better speak about the Code. First, what could be the need to set up the Society? Could not PR groups function independently? Second, didn't they get united for serving their professional interests rather than those of clients and employers?

They pledge to conduct themselves professionally. Does it mean a "disciplined conduct"?

The 17 articles (paragraphs) make it sound like the member is overregulated and overruled: he shall not ..., he shall adhere to ... and other restrictions. But you know that a PR person is supposed to be creative, initiative, and flexible. Do you see the paradox?

Paragraphs 7, 14, 15, 17 may be considered and interpreted as Masonic, if not Jesuitical. At least, touchy for interprofessional relations. Or is it practice nowadays?

For some, the Code may look like an oath of a physician (how to treat a patient), for others, it is a boy-scout charter. What is it, after all? When are the situations where PR persons cannot make do without it?

The last aspect to discuss is its ethics.

## **Appendix 2**

### **The Ethical Foundations of Public Relations**

(By Peter O'Malley, Director of the Ottawa PR-Society)

Ethical professional conduct for public relations practitioners has something to do with promoting “honesty, accuracy, integrity and truth” in public communications. While this notion might be truly inspiring, it nonetheless ignores what public relations actually are all about – namely, the advocacy and dissemination of the partisan viewpoints of those who engage our services. The real basis for defining how we serve the public good, and for our ethical professional behavior, is not found in any set of transcendent values, however inspiring they may be. Rather, our ethics are rooted in the terms of the contract we freely enter into with the clients we choose to serve. We agree to use our expertise to promote the interests of our client – within the parameters of the law, in exchange for which they compensate us, usually in the form of cashable chouse.

In some specific instances, a client's true interest may lie in complete openness, transparency and disclosure in their public communications, and even in tub-thumping to draw attention to their story and message. In such situations, we have every reason to be candid, open and forthcoming. We may even get to hire brass bands, barkers and clowns, balloons and airships to get the client's message out, thus fulfilling our abiding to be enlighteners of the public, perhaps with a mark-up.

In many instances, however, the client's interest lies in seeing that a particular fact, or set of facts, never see of day, and if they do, to minimize the impact, duration and even the clarity of any resulting and public communications. This is called crisis avoidance and damage control. As we



all know, it constitutes a large part of what we do for a living. It is also what many clients most value in our work..

In crisis situations where a client's real or perceived culpability in a matter is low, damage control can be, and usually should be, approached in manner that may happily promote "honesty, accuracy, integrity and truth". In crisis situations where the client's perceived or real culpability is high, however, damage control almost always means being highly in what is said publicly, and very careful about when and where anything at all is said.

In all instances, on both practical and legal grounds, effective public relations means not lying or defaming. But when perceived or real culpability is high, damage control inherently requires that engaged PR practitioners not volunteer facts they may know which are true and relevant — maybe even important to getting the "truth" of the matter — but the disclosure of which would be harmful to the clients interests. And it frequently requires being steadfast in characterizing a "nearly empty" bottle as being "almost full". We may like to call all this "focused messaging", but in plain language, it means being selective in the presentation of information, and being secretive. It may also mean being disingenuously mule headed. All of those serve the client's interests, but none of it serves to enlighten the public.

If it is true that, as a profession, we are not, fundamentally and at all times, in the "honesty, accuracy, integrity and truth" business, does it then follow that there is no ethical foundation for what we do? Not at all. There are, I believe, a set of important, societal sanctioned propositions around which to anchor our professional conduct, once we move beyond the silly idea that we are really journalists, once removed from the new copy.

I offer the following four propositions which give public relations an ethical foundation.

1. We live. In a society which espouses and values "freedom of the press", which in practice means that the only people who can "control" what is reported are those who own media, and who assign and pay the reporters.
2. Reporters in our society operate according to a standard set of reporting protocols and formulae which, in general, shape and determine the reporting outcome — namely, the published news report.

3. Through study and experience, one can develop expert knowledge of these standard reporting formulae. Using this expert knowledge, it is possible to intervene in the reporting process in a manner that has a reasonable chance of influencing the reporting outcome in known ways. This is what public relations professionals do.
4. Finally our society affords people the right to try to manage their self-defined interests in the reporting process as they see fit, within the parameters of the law, and to avail themselves, by financial or other inducements, of the services of those who are expert in doing this.

Thus seen, public relations is a product of our societal commitment to freedom of the press, and to the freedom of citizens to look after their interests in dealing with the press.

From these propositions it follows that the "public good" served by public relations lies in its ability to the rightful and lawfully pursued interests of those we serve, ultimately as they define their interests.

It means that the main ethical decision to be made by public relations professional is whether or not to do a particular assignment, and to cash a particular cheque. Further, it means that unethical professional conduct is any conduct which deliberately undermines the interests of the client, in breach of our contract with them.

Thus seen, it is apparent that it is the practitioner's personal view of the ethics of the client's interests that circumscribes their ethical conduct. Ethics are not defined by the tactics used in a public relations intervention (such as the determination of what to disclose and not to disclose, to whom, when and how). Nor are our ethics rooted in any transcendent values (such as honesty, accuracy, integrity and truth in public communications). If we are ethical, we choose to serve clients whose self-defined lawful interests are, in our view ethical. Or we clear out.

So where does "public enlightenment" come into public relations?

Theoretically, in a free society with a free press, it should go like this: the responsibility of the newsmaker (or their PR agent) is to advance only those facts and advocate only those views that they want the public to receive; reporters have a responsibility to report all the facts and viewpoints they hear from a variety of sources which they deem relevant, so as to provide a fair and "balanced" account of the matter being reported; "public enlightenment" should be the end result of this process.

In practice, needless to say, this dynamic process never works perfectly, but in the long run, it works reasonably well, at least better than any apparent alternative, provided that everyone does their job.

However, confounding the role of the public relations professional in this process with that of the journalist serves neither the process, the profession, our clients, nor the public interest. It is, at best, muddle-headed self-deception. It ultimately makes us look foolish, or dishonest, or both.

### **Analysis of the text**

Before discussing the above text, you'd better scan some linguistic aspects of it:

1) Pick up from the text the following stylish combinations and write down all the synonyms to them in your notebook:

Advocacy of viewpoints; dissemination of viewpoints; transcendent values; expertise; transparency in communications; perceived culpability; to require inherently; to assign a reporter; to intervene in the process; financial inducement; to circumscribe somebody's conduct.

2) Form the following phrases otherwise:

Within the parameters of the law; to confound the roles of somebody; to fulfill something with a mark-up; to be highly selective in; to be secretive in; to be disingenuously mule-headed; to deem something relevant; muddle-headed self-deception; to afford somebody the right; to avail oneself of something; to clear out.

3) Explain the difference:

Societal – social; expert – expertise – experience; conduct – behaviour (consult the text, if need be).

4) Explain the metaphorical combinations:

To anchor one's conduct; to espouse the freedom of press; tub-thumping; to hire a barker.

5) Find in the text the English equivalents to:

- иметь дело с чем-либо, иметь отношение к чему-л.;
- в нарушение контракта;
- вскрывать факты;
- проталкивать чьи-л. интересы;
- составлять большую часть чего-л.;
- быть непоколебимым (твердым) в выполнении чего-л.;

- определить исход дела;
- корениться в чем-л.;
- вписываться во что-л., вступать в дело;
- взвешенный (сбалансированный) отчет по какому-л. делу;
- при условии, что...

6) Answer the following questions (agreeing or disagreeing with Mr. O'Malley):

- What do public relations actually exist for?
- Could you dwell upon "the public good" which PR-professionals serve?
- What do clients most value in PR-work?
- How does the author classify "crisis situations"?
- Mr.O'Valley points out the method of "focused messaging". What is his point?
- For a PR-expert, what may the idea of "public enlightenment" be?
- What ethical factors motivate PR-activities? And decision-making?
- What clients do PR-men choose to serve?
- The responsibilities of the newsmaker and the reporter differ, don't they? How so?
- To conclude the discussion of the text, give definition of public relations.

### **Appendix 3**

Before reading the text, look at the glossary:

Spot news = news learnt on the scene of an event;

An on-camera interview = an interview in front of the camera;

Produce = products;

To get wider play = to be released more frequently;

A local angle = from the point of view of local interests.

The tips below were formulated by the National Television News, Inc., the USA. You may like or dislike them but they've been picked up for you.

### **ELEVEN TIPS FOR A SUCCESSFUL VIDEO NEWS RELEASE**

1. A **VNR** must be timely...not necessarily spot news, but certainly about a subject of current interest.

2. The release must truly inform, and when appropriate can even entertain.

3. The story must clearly show how the subject affects the average viewer.
4. Never forget that television is primarily a **visual** medium. Be sure to include interesting video and/or graphics.
5. Provide interesting on-camera interviews. Besides a company spokesperson, use "real people" interviews to help tell the story.
6. Content. Science, health, sports, business and consumer information seems to peak news producers' interests. Most new produce announcements go from the producer's desk to the trash.
7. No blatant commercialism. A VNR never takes the place of an ad. Limit corporate or product identification to legitimate references, audio or visual.
8. Keep your edited story **brief**. Most television news departments don't run a news story over one minute thirty seconds.
9. Your VNR will get wider play if you can provide a **local angle** and a local person to call for an interview.
10. **Tell the truth**. There's no obligation to tell all sides of all stories. But be sure that your facts are factual, that opinions are attributed to someone and that the visuals are honest portrayals of reality.
11. You wouldn't let your friend fill a cavity, unless that person was a dentist. And you wouldn't do it yourself. The same principle applies to VNRs. For maximum results, consider use of experience professionals with public relations and news experience to produce and distribute your VNR.

#### Appendix 4

First, look at some glossary of the letter below:

Entry = taking someone on a job;

An internship = practice of a student in some organization before being hired;

Impact = effect, influence.

Second, try to collect in your minds all the facts of Patrick's biography in order to characterize him as a person, the style of his letter being another contribution.

Third, speculate upon his chance of being taken on.

**Patrick Durant 1240  
Victory Place La Jolla,  
CA 92037**

May 15, 2003

Ms. Valerie Lemke Vice  
President  
Nuffer , Smith, Tucker, Inc.  
3170 Fourth Avenue San  
Diego, CA 92103

Dear Ms. Lemke:

In researching San Diego public relations firms, your agency is repeatedly cited as a progressive leader in the field locally, regionally and nationally. An entry-level position with your firm is my objective.

I am currently completing a bachelor's degree in public relations at San Diego State University. Sodus's public relations program was recently ranked among the top two public relations schools in the country by a survey of professionals. I have completed internships Coulee & Butler Communications and the Poway News-Chieftain.

As an entry-level public relations professional, I offer you strong organizational, interpersonal and writing skills. I have helped develop publicity campaigns, including writing news releases, direct mail literature, and public service announcements. I also wrote news stories on city government during my internship with the News-Chieftain.

I am a capable writer eager to practice effective public relations. I admire your firm's commitment to issues management and believe I can make a significant impact for Nuffer, Smith, Tucker, Inc.

Enclosed is a brief resume. I will call you sometime next week to see whether we can arrange an interview.

Thanks for your consideration.

Sincerely,

Patrick Durant

## Appendix 5

### Principles of Effective Communication

**Communication** is the process of **transferring ideas or thoughts from one person to another** for the purpose of **creating understanding in the thinking** of the person receiving the communication.

1. Establish the true **purpose** (instruction, persuasion, amusement, etc.).
2. **Clarify** your ideas before communicating.
3. Be aware of prevailing **factors** (time, place, mood, etc.).
4. Determine the **method** (oral or written) and **channel** (e.g. phone, letter, presentation or meeting).
5. Make the communication **effective** and **unbiased**.
6. Transmit the message **concisely** (short and clear).
7. Make sure there is **feedback**.
8. Be a good listener.
9. Follow-up the effect.
10. Make sure the **right information** reaches the **right people** in the **right form at the right time**

Pre-preparation

1. **Think about your objectives.**
  - a. What will be the change you wish to bring about in your audience?
  - b. Do you want to inform them, amuse them, persuade them or train them? Or a combination of these?
2. **Think about the audience.**
  - a. What type of people are they?
  - b. How many will there be?
  - c. What mood will they be in?
  - d. What is their level of knowledge on the subject?
  - e. What is their level of understanding of English?
3. **Think about the time**
  - a. How much time do you need for your presentation?
  - b. How much time does the audience have for your presentation?
  - c. How long can they concentrate?
  - d. Then balance the equation.
4. **Think about the location**
  - a. Will you be on a platform, in an office or in a conference room?
  - b. How far will you be from the audience?

- c. Will you need to raise your voice?
- d. Will you need to use a microphone?
- e. Do you plan to use visual aids? Will all the equipment be there? Who will operate it?

**5. Think about your budget - especially in terms of time**

- a. How much time do you need to spend on preparing your talk and visual aids?

### **Planning Your Presentation**

**A quick checklist:**

1. Why do you want to speak to this audience?
2. What will they expect to get out of it?
3. What main points do you want to make?
4. What is the best order to present them in?
5. What sort of relationship do you wish to establish with your audience?
6. How would you like/expect them to react?

### **Preparing Your Presentation**

#### **Five easy steps**

1. **Collect** your material/ideas, jotting them down as they come to you on a piece of paper or a board. Be as wide-ranging as possible.
2. **Select** the points which seem most relevant for the situation you have defined.
3. **Group** the points which have some common thread, each group having a rough heading for the moment ('historical background', 'features of the product', 'practical problems', etc.).
4. **Sequence** these groups into an order which will make most sense for the audience.
5. Consider ways of **linking** the groups together, by a common idea, an analogy, a visual.

#### **Making and using notes**

1. Consider placing your groups of information as headings arranged horizontally on the page, with the points listed vertically underneath. If the points are arranged in order of importance, this will allow omissions from the bottom of each column if time is short.
2. Make a note on the plan of the position of any audio-visual material, planned asides, anecdotes or questions. Use different symbols or colours.



3. Prepare any recordings or visual materials: overhead projection (OHP) transparencies, flipcharts, slides, samples. Make sure that visuals *are visual*, arrange them in such a way as to have visual impact.
4. Make a list of all the practical requirements (machinery, pens, number of sockets) you will have on the day, and make sure these are known by your host.
5. Decide what kind of notes you are going to work from on the day: none, headings, key phrases or substantial chunks. Use as few as possible. Use large writing, underlining and colours where suitable.

### **The introduction**

1. Prepare your introduction. Include at least four pieces of information:
  - a. What you're going to talk about
  - b. How long you'll take
  - c. What your main groups or sections are
  - d. Whether you'd welcome questions during your talk, or only at the end.

This could take as little as 45 seconds, but it will give you time to establish contact with the audience. This is when they are at their most receptive, so don't only impress them by your organisation and obvious preparation, go out of your way to make some comment on the present situation (excellent lunch, weather, lack of time - anything which shows awareness of the world outside your subject). Beware of jokes, but make as much eye contact as possible. If necessary, give a few facts about yourself and the purpose or background of your talk.

2. When your talk is ready, practise speaking it into a tape recorder and listen to yourself.

#### *On the day*

1. Make sure all the facilities you require are available and ready: machinery, materials and notes. Then forget about them.
2. Brief your chairman/presenter about who you are, what you're going to talk about, how long you'll take, time for questions, etc. Ifs/he makes a mistake, refer to this later, light-heartedly, rather than straight away.
3. Assess the amount of room available for movement, change of posture, gesture. Consider the role of this, in view of your own style.
4. Have ready some final comment which will end on the right note, perhaps based on the immediate situation, such as weather, time, length of talk, quality of questions or what you yourself have learnt from your presentation.

## Report Writing

### *Background*

Peter Drucker has written: 'Effective communication has four parts - something we have known since Plato and Aristotle - only our businessmen never seem to have heard of the task. One has to know:

- what to say
- when to say it
- to whom to say it
- how to say it

If one of those elements is missing, there cannot be communication.' (*Communicate*^ Parkin-son, C. M. and Rowe, N., Prentice Hall, 1978). This is as true for report-writing as for other forms of management communication - both oral and written.

So, what exactly is a report? It is:

- a written statement
- prepared for the benefit of others
- describing what has happened or a state of affairs
- normally based on investigation

So, what are the elements of an effective report?

1. The effective organisation of the information.
2. The effective presentation of the information.
3. The effective style of delivery.
4. The effective use of language.

And, before you start. . .

5. Decide why you are writing the report (the purpose).
6. Plan the content and the structure (the planning stage).
7. And finally never forget your readers.

Now let's expand points 1-4 to identify the skills and techniques you need.

#### 1. *Organisation of information*

- a. Transparency of structure (from title page to appendices).
- b. Organisation of content (identify clearly main points and supporting points).
- c. Level of information (start in the readers' area of interest).

#### 2. *Presentation of information*

- a. Ease of reading (layout, headings and indentations; use of spaces; use of paragraphs).
- b. Ease of understanding (language and visuals).

### 3. *Style of delivery*

- a. Clarity (content and follow-up).
- b. Simplicity (appropriate to the readers' level of knowledge).
- c. Conciseness (appropriate length).
- d. Company style.
- e. Personal tone.

### 4. *Use of language*

- a. Vocabulary (choose the right word in written language rather than spoken language).
- b. Grammar (assemble the sentences correctly in terms of language forms).
- c. Phraseology (choose appropriate expressions for the business/technical area).
- d. Spelling (make sure it is correct and consistent - either Br.E. or Am.E.).
- e. Linking and punctuation (use them to help readers with the relationships between ideas and the structure of the text).
- f. Fog Index (do not exceed 12 )- (see below).

### ***Checklist of operations***

1. Plan your report.
2. Collect the information.
3. Select the information.
4. Organise the information.
5. Produce a plan and visuals.
6. Write the first draft.
7. Read the first draft and check for tone and content.
8. Write a summary.
9. Write final draft.

### ***Planning your report***

#### *1. Think about your objectives*

- a. What is the change you wish to bring about in your readers?
  - b. Do you want to inform them, change their ideas, elicit ideas or amuse them? Or a combination of these?

#### *2. Think about the audience*

- a. What type of people are they?
- b. What is their present level of knowledge on the subject?
- c. What do you want them to know after they have read the report?
- d. What is their level of understanding of English?

3. *Think about the time*

- a. How much time do you need in order to prepare your report?
- b. How much time do the readers have in order to read your report?
- c. Then balance the equation

4. *Think about the information*

- a. How much is essential?
- b. What is the best length of individual items?

5. *Think about the structure and presentation*

What is the best way to organise and present the report so that it achieves your objectives?

***Structuring your report***

*The standard pattern*

If you are writing a formal report, the standard pattern is:

1. Title page
2. Table of contents\*
3. Summary or abstract\*
4. Introduction
5. The main part of the report
6. Conclusions
7. Recommendations
8. Appendices\*
9. Bibliography or references\*
10. Exhibits

You can leave out those marked with an asterisk (\*) if you don't need them. Although the above pattern is standard, it is not universal. Some people like to put the conclusions and recommendations before the introduction; others like to put the summary, conclusions and recommendations after the introduction.

There are two possible numbering systems: traditional and decimal.

*Traditional*

First level: use cardinal numbers - 1, 2, 3, etc.

Second level: use letters in brackets — (a), (b), (c), etc.

Third level: use Roman numerals in brackets - (i), (ii), (iii), etc.

*Decimal* All levels: use cardinal numbers, separated by decimal points, e.g.

First level: 1, 2,3, etc.

Second level: 1.1,1.2.1.3, etc.

Third level: I.I.I, 1.1.2,1.1.3, etc.

1. The *title page*. This should give:

the subject of the report

by whom the report is made

the date of the report

the file, serial or reference number

All this should be clearly laid out. Uniformity in the style of cover and title pages is an advantage and the standard pattern of the area or department should be used.

2. The *table of contents*. As in a book, this lists all the headings in the report and the pages or, in short reports, the paragraphs. It should show the relationship of headings and subheadings by indentation or by different types or size of print.

3. *Summary or abstract*. This gives the substance of the report in a nutshell - mainly the important conclusions. It should serve to catch the interest and focus the attention of those to whom the report is addressed. It can enable others, who may be interested, to decide whether they wish to read the report.

4. The *Introduction* (or terms of reference and methods and procedures). This tells the reader why the report was written (including a clear statement of the problem or problems to be considered), who asked for it, who did the investigation, who wrote the report, what the scope and limitations of the investigation and report are, where the information was obtained, any special methods used and acknowledgements of help given. It sets the scene before the reader gets down to the body of the report.

5. The *main part of the report*. This gives the facts, discusses them and makes certain deductions about them. If it is a large subject, the facts may be split up under a number of sub-headings and discussed in turn. After the facts and the deductions comes an examination of possible courses of action with an accurate assessment of the advantages and disadvantages of each. Such things as cost, manpower and equipment will need to be taken into account and discussed. The continuity of the report should not be interrupted by material which could go into an appendix.

6. *Conclusions*. These are the conclusions based on the evidence and alternatives given in the previous part of the report. Sometimes this section is only a reiteration of conclusions stated at the end of each subsection of the main body of the report. No new material should appear in the conclusions. Everything must flow logically from the facts and discussion and alternatives shown in the previous part of the report. Conclusions should be clear and concise. Remember that some people

will read only the introduction, conclusions and recommendations so they must be intelligible and in a logical order.

7. *Recommendations.* These state the action which the writer of the report advises on the strength of the evidence, discussion and conclusions. The recommendations made should be developed from the views expressed in the main part of the report. A person who chooses to read only the introduction, conclusions and recommendations ought to be able to go back to the main part of the report and see the evidence for these. Recommendations which have no roots in the main part of the report should not appear. Each recommendation must be given a letter or number.

### *The Fog Index*

After you have drafted your report, make sure you check it thoroughly. Check the total report for fluency, logic and comprehensibility; check all sentences for clarity and length. Remember, longer sentences are usually harder to understand than shorter ones. One way to measure the readability of your report is to use Robert Gunning's "Fog Index". This is a mathematical guide based on sentence length. You calculate the index as follows:

$F = 0.4 (A + L)$  where

F = Fog Index

A = Average length of sentences (a full stop, colon or semi-colon equals the end of a sentence)

L = Number of long words per hundred words of text. A long word has three or more syllables, but excludes the following endings: **-ed**, **-es**, or **-ing**.

The resulting index shows the number of years of education needed to understand the text. In the UK, education starts at the age of five. Therefore, when writing for the general public, writers should aim for a Fog Index of 10; when writing for a professional public, an index of 14-15 is acceptable, though 12 is preferable.

### *Safe and unsafe topics of conversation*

The range of acceptable topics of conversation will depend on:

- where you are
- who you are with
- your relationship with the people

Here is a list of **safe topics** for conversation with Britons:

- House and home
- Life at home
- Education and career
- Work
- Free time and entertainment
- Travel

Health and welfare  
Shopping  
Food and drink

#### Services

Geography of the UK and places to visit  
Weather  
The economy  
Politics

Here is a list of topics which may be **dangerous**:

Family relationships  
The Royal Family  
Trade unions  
The situation in Northern Ireland  
The British affection for pets

Now here are some **do's** and **don'ts**:

#### **Do**

Be punctual for social meetings  
Bring a small gift if you are invited to someone's home  
Use 'please\*' and 'thank you' for requests and services

#### **Don't**

Make too much physical contact  
Be aggressive and loud  
Be over-enthusiastic  
Ask too many personal questions  
Call the Welsh, Scots and Irish 'English'

# СВЯЗИ С ОБЩЕСТВЕННОСТЬЮ: ПРОФЕССИОНАЛЬНЫЙ РАЗГОВОР

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