

## Training Programme on

**TOPIC Institute  
National Cooperative Development Corporation  
Gurgaon, Haryana**

## **AIM**

Image Building and PR is an essential and integrated component of organization's policy and service. A professional corporate image and an efficient public relation activity will ensure an impressive flow of the benefits to our clients and customers whom the policies or services are meant for. This programme aims in imparting sensitization and awareness on such skills.

**"If I was down to the last dollar of my marketing budget, I would spend it on PR"**

**- Bill Gates**

Training programme on  
**"Image Building and Public Relations"**

(19-20 July, 2016)

Day-wise schedule

**19<sup>th</sup> July, 2016**

Session	Duration (Hrs.)	Title	Faculty
I	1000-1030	Registration and Orientation	Ms.Deepa Srivastava
II	1030-1130	Recognizing and Appreciating the Special Features of our Organisation	-do-
	1130-1145	Networking Break	
III	1145-1300	Grooming Self and Preparing Work Place to Create first Impression	Dr.Shachi Yadav
	1300-1400	Lunch	
IV	1400-1515	Concept and Elements of Image Building and Public Relations including PR Tools	Shri Naresh Kumar
	1515-1530	Networking Break	
V	1530-1700	Corporate Business Strategy and Communication (Nurturing Networks, Lobbying, Campaigning and Advocacy)	Shri Naresh Kumar

**20<sup>th</sup> July, 2016**

I	1000-1115	Reputation Management, Media Relations and Publicity	Dr.Chandrasen Kumar
	1115-1130	Networking Break	
II	1130-1245	Enhancing Soft Skills in PR, Presentation Skills and Dealing with Difficult People	Sh.S.K.Tucker
III	1245-1315	Film	
	1315-1415	Lunch	
IV	1415-1530	Brainstorming – Preparation of Suggestive Action Plan for Image Building & PR of NCDC	All participants
	1530-1545	Networking Break	
V	1545-1630	Presentation of Group Work	-do-
VI	1630-1715	Feedback and Valediction	

## **HOW TO BE AN EFFECTIVE PARTICIPANT?**

**WE ARE SURE YOU APPRECIATE AND PRACTICE THE FOLLOWING DURING THE PROGRAM:**

### **Having Positive Attitude Towards Participation**

- ☐ Be serious about your responsibility as a participant.
- ☐ Be open to data related to problems, issues and varying points of view during the program.
- ☐ This program is an excellent opportunity for you to understand more about how you manage yourself and others during change(s).

### **Participating Appropriately**

- ☐ Do not hesitate and with hold, but supply information and facts when you can and when they will be useful to the group.
- ☐ When there is a difference of opinion, do not personalize it. Try to disagree agreeably.
- ☐ Do not over do your participation. Respect the right of others to get a chance.
- ☐ Do not think merely of what you can get out of a discussion, think also of what you can.

### **Developing Third Ear (Listening)**

- ☐ Be attentive and listen to everyone with a sincere interest.
- ☐ Listen constructively; be alert both in attitude and in physical hearing.
- ☐ Do not engage in side conversations; not only you miss out something but also it will distract others.

### **Respecting Co-Participants**

- ☐ Show concern and respect for others while interacting.
- ☐ Show team spirit – use 'We' more than 'I'.
- ☐ Use language that others understand.
- ☐ While expressing your ideas and feelings be sensitive not to intimidate, hurt or insult others.

### **Cooperating To Contribute To The Goals Of The Program**

- ☐ Keep within the agenda and avoid matters that are irrelevant to the purpose of the program.
- ☐ Avoid lengthy and unproductive speeches and arguments.
- ☐ Make supporting/ affirmative remarks as far as possible and avoid negative remarks.

## **POINTS TO PONDER**

Dear Participant,

During the program you may come across a flash of an idea / point that you think is very relevant or useful to you at work or in your personal life. If it is not noted down immediately, it may be quickly forgotten. Hence, try to document such thoughts as and when they strike. When you go back to your place later you can review and elaborate them. You may also find these points useful in preparing your action plan at the end of the program.

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## **POINTS TO PONDER**

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**1**

**Building Image and Managing  
Reputation through PR**



# **Building image and Managing Reputation through PR**

## **Introduction**

Image is the physical representation of who we are and what we are all about - our attitudes, appearance and actions. Everyone projects an image, consciously or subconsciously. We may possess a variety of skills, knowledge and good intent but others evaluate us on the basis of what meets the eye, based on which an impression is formed within the first few seconds. Hence image does matter and thus the need to manage it.

Image Management is an art and science of projecting an appropriate and powerful image consistently. It teaches us how to optimally use existing resources of clothing, grooming, etiquette, body language and verbal communication skills to maximize the impact we have on others, so that long after a personal, professional or social meeting is over, we are remembered and recalled with admiration and purpose.

Today it's no longer about what we know or what we can do. It's about someone noticing us ahead of others, feeling impressed and then giving you that critical first opportunity

## **Organizational Image**

Image is the mental perception related to an object, a product, a service an individual or an organization. The organizations too, just like an individual, project an image in the minds of public, customer, employee, Government or for that matter in any interested group. Some organizations enjoy more favourable image than others. An image can be friendly, speedy, honest, corruptive, efficient, etc. and is instrumental in facilitating achievement of organizational objectives.

## **Image Building Exercises**

An Image building exercise starts with understanding the present image, chalking out the desired image and then channelizing all the Public Relations activities towards achieving the desired image. For the purpose, we may consider collecting data by following methods so as to appropriately understand the prevailing image.

1) Primary Data through interview:

Organization may try contacting the target groups (Public) to obtain data through structured or non-structured interviews by encouraging the respondents to come out with the information spontaneously in a friendly atmosphere. Such information collected from various groups will form a basis for analysis.

## 2) Data from secondary sources:

Organizations can collect information in terms of its image, from published articles, newspapers coverage or journals where the organization is referred in some reports or public meeting. This may provide a clue as to how others view this organization thus providing a basis for further analysis.

The data collected from primary and secondary methods can be analyzed to cull out public perception of the organizational image prevailing at that time, say the present image which could be favourable, neutral, unfavourable / undesirable.

The organization may prefer to project a certain desired image in the minds of the public/target group. For example: a social service organization propagating an income generation programme for the poor may like to project an image of being a "friendly organization" whereas, some other organization involved in similar activity may prefer image of being "speedy".

Based on the existing image and the preferred image, it is essential to note whether the preferred image is deviated from the present image, closely associated or neutral and accordingly PR effort needs to be focused. In case of negative or unfavourable image, PR needs to focus first on either neutralizing or removing the misunderstanding about the organization and then develop the required impressions. In case of neutral or favourable image, the Public Relations can focus on eliciting more details about the organization for creating favourable preferred image.

Public Relations functions need to adopt the appropriate strategy, by choosing appropriate message, appropriate media for the information in an effective manner so that the desired image can be creative contributing to the organizational success and growth.

## 3) Public Opinion Research:

Public opinion research ascertains what and why people think about an organization's policy, service etc. as well as their attitudes towards the organization.

#### 4) Motivation Research:

Motivation research ascertains why the public attach favour or disfavour and why they are showing positive attitude or negative attitude and also the underlying emotional factor.

#### 5) Effectiveness Surveys:

Effectiveness Surveys help to measure the impact of PR activities on public opinion to ascertain if the public opinion is tilted in favour of the PR objectives

### Reputation, Image, Positioning, Identity

We spend a lot of time, energy and money to build a good Image. However, it takes a small mistake to damage a reputation built carefully over the years. It is the people who represent a brand or an organization and building a good reputation begins with image management

Confusion exists about the relationship between reputation, image, position identity, and related concepts. Every organization has these attributes, and a lot of organizational resources are given to creating, managing, rebuilding, and maintaining them. Let's try to understand them

Reputation is the general, overall, and long-term impression of an organization on a specific public. Based on how a public views and understands the organization, reputation is the prevailing impression of an organization and the social evaluation that people make of it. Reputation is rooted in what people know or think they know about an organization (the cognitive element) and what attitudes they hold based on that information (the affective element). Reputation is considered part of the social capital of an organization, something it can bank on and build on. Reputation is perhaps the most important goal of any public relations program, and certainly one of the most vulnerable aspects of any organization. Thus the need to envision it, actively pursue it, and protect it at all cost.

Reputation management is the complex and continuing process of how an organization seeks to influence the way its public views and understands the organization. Reputation management begins with tracking and identifying what others say and feel about an organization. It then focuses on both building and maintaining a desired reputation with key publics. In critical times, reputation management can be part of crisis

communication, with the organization attempting to recover from a negative environment. Reputation lags behind an organization's conscious attempt to affect the way people perceive it.

Image (aka perception) is a more general and short-term evaluation of an organization's messages. It is drawn from the way an organization projects itself toward its various publics. Image is what people think about the organization based on the impact of its messages. Image is based on both word and deed - on the verbal, visual, and behavioral messages, both planned and unplanned, that come from an organization and leave an impression. Because not all public receive the same messages or process them the same way, image can be inconsistent and can vary from one public to another or from one time to another. Whereas reputation is considered interactive and closely associated with public relations, image sometimes is linked more with advertising and the production/presentation of messages directed in support of a branding effort toward a public or market segment.

Positioning is a process of managing how an organization wants to be seen and known by its publics, especially in relation to other similar organizations and the products or services associated with them. The organization first determines what position it holds amongst various publics and then envisions what position it would like to hold. It then develops a campaign of both action and communication to maintain or modify its current position. As a concept drawn from marketing, positioning specifically deals with establishing and maintaining a distinctive place for an organization vis-a-vis its competitors. It is the organization's competitive posture. At times the term "positioning" is called reputation management, though more appropriately the latter is an action plan that implements a positioning goal.

Organizational identity is the manner in which the organization consciously projects itself visually, in support of the image it seeks to promote. Identity is the planned, visual expression of an organization's personality. It is a category of images that identify the organization and either associate it with or distinguish it from others. Identity involves the choices an organization makes about presentation through its messages and its actions.

An identity system (aka identity program) is the planned implementation of the organization's identity. It involves the systematic and consistent use of verbal and visual elements to project the organization to its various publics. Tools associated with an identity system include the organization's name, brochures, news releases, interviews, advertisements, logos, letterhead, posters, manuals, signage, publication layout and design, correspondence, websites, social media sites, videos, voice mail and telephone answering, uniform use of color, and other means of communication.

The logo (aka corporate symbol or corporate seal) is a primary part of an organization's identity system. The logo is the image people see, often as their first introduction to the organization, and the one that remains as a constant reminder of the organization's presence in the community. The logo includes two parts: a word or words called the wordmark (aka signature), and a graphic element called the symbol.

### Positive Image through PR

The ability to get along well with people both inside and outside the organization is a must. In order to project an all-time favourable organizational image, we all need to think and work like a PR executive. We need to be courteous even while working under pressure. The understanding of the human psyche as well as good analytical skills enable one to take prompt and appropriate decisions. PR professionals have to be competitive leaders and yet be open to new ideas because this job calls for both, initiative and creativity.

Public Relations is about cultivating loyalty in our customer base by building a mutually favourable relationship with them. We have to learn to create a win-win situation for everyone. PR is a field where one's success depends as much on personality traits as qualifications. They have to liaise with clients, press and government agencies for smooth functioning of the organization. Managing customer complaints and grievances, and keeping the management updated about their change of expectations and attitudes are important.

Another interesting work area in the field of PR is lobbying, wherein one is required to raise public consciousness and influence its opinion so as to push policymakers into taking decisions, which are in favour of the groups and the representative organization. While marketing is restricted to selling and packaging our products and services, public relations is more about reputation, crisis and image management as well as brand building.

We need to broadly identify the following to undertake PR effort for image building.

#### The Audience

- Whom do we want to reach?
- What do we know about them?
- What else do we need to know?

#### The Message

When defining what story needs to be told, consider the following:

- Sharing good news
- Addressing challenging situations
- Responding to change
- Attracting and teaming
- Celebrating accomplishments
- Fundraising and attracting new resources

Some Principles of Effective Communication:

- Be honest and open
- Be consistent with the message
- Be professional
- Be respectful
- Be committed
- Do it consistently

Some things our clients would probably want to know:

- What is being taught and learned?
- What schemes and programs are offered and what are the impacts?
- What techniques and methods are used?
- How does the organization operate?
- Where does funding come from and how is it used?

Positioning

Positioning is an organized system for finding a window in the mind. It is based on the concept that communication can only take place at the right time and under the right circumstances. Once we have defined the message and where it is targeted, proper positioning of our organization can be critical. Setting the stage and preparing the audience to be receptive may be the most challenging step.

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# 2

## **Understanding Public Relations (PR)** **-Concept, Importance and Tools**

# **Understanding Public Relations (PR)**

## **-Concept, Importance and Tools**

### **DEFINITION OF PUBLIC RELATIONS**

"Public Relations is distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication as its principal tools."

- Rex F. Harlow

### **ORIGIN OF PUBLIC RELATIONS**

Thomas Jefferson (1807) used the phrase "Public relations" in the place of "State of thought" while writing his seventh address to the US Congress. In India, Great Indian Peninsular Railway Company Limited (GIP Railways) carried on publicity in Public Relations campaign in England for promoting tourism to India through mass media and pamphlets. During the time of First World War a central publicity board was set up at Bombay (now Mumbai) for disseminating war news to the public and press. After Second World War the Public Relations activity gained importance both privates as well as Government started Public Relations campaigns.

### **NEED FOR PUBLIC RELATIONS**

Investing on Public relations will help the organisation to achieve its objective effectively and smoothly. Though the organisation product or services are good it needs an effective Public



Relations campaign for attracting, motivating the public to the product or service or towards the purpose of the programme, thus not only encouraging the public involvement but enhancing the image too.

An effective Public Relations can create and build up the image of an individual or an organisation or a nation. At the time of adverse publicity or when the organisation is under crisis an effective Public Relations can remove the "misunderstanding" and can create mutual understanding between the organisation and the public.

### FUNCTIONS OF PUBLIC RELATIONS

- Public Relations is establishing the relationship among the two groups (organisation and public).
- Art or Science of developing reciprocal understanding and goodwill.
- It analyses the public perception & attitude, identifies the organisation policy with public interest and then executes the programmes for communication with the public.

### ELEMENTS OF PUBLIC RELATIONS

- A planned effort or management function.
- The relationship between an organisation and its public ( internal and external ).
- Evaluation of public attitudes and opinions.
- An organisation's policies, procedures and actions as they relate to public.
- Steps taken to ensure that policies, procedures and actions are in the public interest and socially responsible.
- Execution of an action and or communication programme.
- Development of rapport, goodwill, understanding and acceptance as the chief end result sought by public relations activities.

## THE COMPONENTS AND TOOLS OF PUBLIC RELATIONS

### "Public"

A group of similar individuals; an assortment of persons having the same interests, problems, circumstances, goals; it is from such persons that opinion emanates.

Public is a varied creature; it comes in many forms and sizes. Public has a multitude of wants and desires; it has its likes and dislikes, sometimes, strong likes and strong dislikes.

Employers make for a public and employees another public; the government is a public and citizens constitute another public, and so on, each of these groups is a public of the sort, tries to attract a different audience with its own tools and techniques.

### "Relations"

A human wants to create, establish and nurture relations with one another. The representative wants of the individuals will profoundly affect their relationship. To understand any relationship, therefore, one must understand the wants of those involved.

'Relationships are of varied types. We have relationship by rank superior to subordinate, subordinate to superior, and equal to equal. We have relationship by sentiment-benevolent, Friendly, suspicious, jealous, hostile.

A relationship may be active or passive, it may be good or bad, or it may be neutral. But the relationship is there to be accepted, ignored or altered, as desired.

### Propaganda:

Propaganda is the manipulation of symbols to transmit accepted attitudes and skills. It describes political application of publicity and advertising, also on a large scale, to the end of selling an idea cause or candidate or all three.

### Campaigns:

These consist of concerted, single-purpose publicity programme, usually on a more or less elaborate scale, employing coordinated publicity through a variety of media, aimed, at a number of targets, but focused on specific objectives. A campaign objective may be the

selection of a prospective client, the promotion of a funding scheme, reaching of a business turnover goal, or raising of a quota of funds.

Lobbying:

It entails the exertion of influence, smooth and measured pressure on other, exercise of persuasion cum-pressure. In essence, it means a group putting its points of view forward in an attempt to win the other group's support.

SOME POSSIBILITIES THAT WOULD CALL FOR PUBLIC RELATIONS

Promotional Opportunity:

To inform the new service / policy which call for PR efforts to make wider publicity.

Competitive:

To overcome the resistance (pre-set mind condition).

Controversy:

To eliminate the contradictory conditions in between the organisation and the public.

Adverse publicity:

To inform the truth or correct issues and thereby removing the misunderstanding.

Catastrophe:

Announcement of any unfavourable issues.

Crisis:

Whenever threats arise.

PUBLIC RELATIONS IN A GOVERNMENT (LIKE) AGENCY

1. Implementation of public policy.
2. Assisting the news media in coverage of its activities.
3. Reporting the citizenry on agency activities.
4. Increasing the internal cohesion of the agency.

5. Increasing the agency's sensitive to its public.
6. Mobilization of support for the agency itself.

### Public Relations Objective

For developing a sound Public Relations programme, a clear well-defined Public Relations objective needs to be established. These objectives should be very specific and measurable.

### Public Relations Strategy

For effective implementation of the Public Relations objective, a Public Relations strategy is to be evolved. The process of strategy starts with planning which consists of:

- a. Determining Key results area
- b. Define roles
- c. Selecting and setting objectives
- d. Preparing action plans relating to programming, scheduling, budgeting, fixing accountability and establishing rules and procedures.

Rice & Paisley suggest following guidelines for planning a successful campaign:.

- i. Assessment of the needs, goals and capabilities of target audience.
- ii. Systematic campaign planning and production
- iii. Continuous evaluation
- iv. Complementary roles of mass media and interpersonal communication
- v. Selection of appropriate media for target audiences.

### Public Relations Process

Public Relations is the planned effort to influence opinion through good character and responsible performance, based upon mutually satisfactory two-way communications.

- 1) Research-listening: This involves probing the opinions, attitudes and reactions of those concerned with the acts and policies of an organisation, then evaluating the inflow. This task also requires determining facts regarding the organisation: "what's our problem?"

- 2) Planning-decision making: This involves bringing these attitudes, opinions, ideas and reactions to bear on the policies and programmes of the organisation. It will enable the organisation to chart a course in the interests of all concerned: "Here's what we can do."
- 3) Communication-action: This involves explaining and dramatizing the chosen course to all those who may be affected and whose support is essential: "Here's what we did and why."
- 4) Evaluation: This involves evaluating the results of the programme and the effectiveness of techniques used: "How did we do?"

#### Phases of Public Relations Process

First: identifying and listing out the information or message to be disseminated to the communicator.

Second: to ascertain the existing image or awareness level about the issue in the target group/public.

Third : developing of communication objectives and priorities.

Fourth : developing the message and choosing the media to transit.

Fifth : implementation of the message and media, coordination or the dissemination of message.

Sixth : communication process to check whether message reached properly and the expected action/ behaviour or knowledge on image factors.

Seventh : in case the message did not reach properly, identify the reason for the ineffectiveness, rectify the same and disseminate the revised message.

Now, let us briefly see the above component:

#### 1. Listing and prioritizing of information is to be disseminated:

May wish to inform the public:

- a) The new policy of the Government or organisation
- b) The change in the existing policy
- c) The new scheme promoted

- d) The change in the existing scheme

Public Relations activity starts with identifying the message to be disseminated and prioritized.

2. Ascertaining the existing knowledge level or understanding the perceptions of the public:

The organisation can check a quick survey among the target group of the public to ascertain the knowledge level of the issue for which the organisation is planning to initiate Public Relations process and in case of the image it is essential to know whether the image is positive, neutral or negative in terms of the assessment or in terms of the organisation or both.

3. Communication objectives and prioritise:

Based on the knowledge level or image factor, communication objectives is to be established which is possible to evaluate and the top management approval is required. For example, communication objective instead of using the term increasing awareness level about the scheme, it should be specific say for example "By 2020, NCDC sanctions should reach 20k crores" so that we can evaluate the impact.

4. Message and Media:

After choosing the objective, the content of the message needs to be developed, keeping in mind the media in which we are going to use for disseminating that message. TV/Visual media may be effective for showing the demonstrating awareness. Training media may be effective whether the recipient may wish to keep the gap or further reference.

5. Implementation of message and media:

Based on the expected reach level and target group, the budget is to be prepared and message transmitted through the appropriate media.

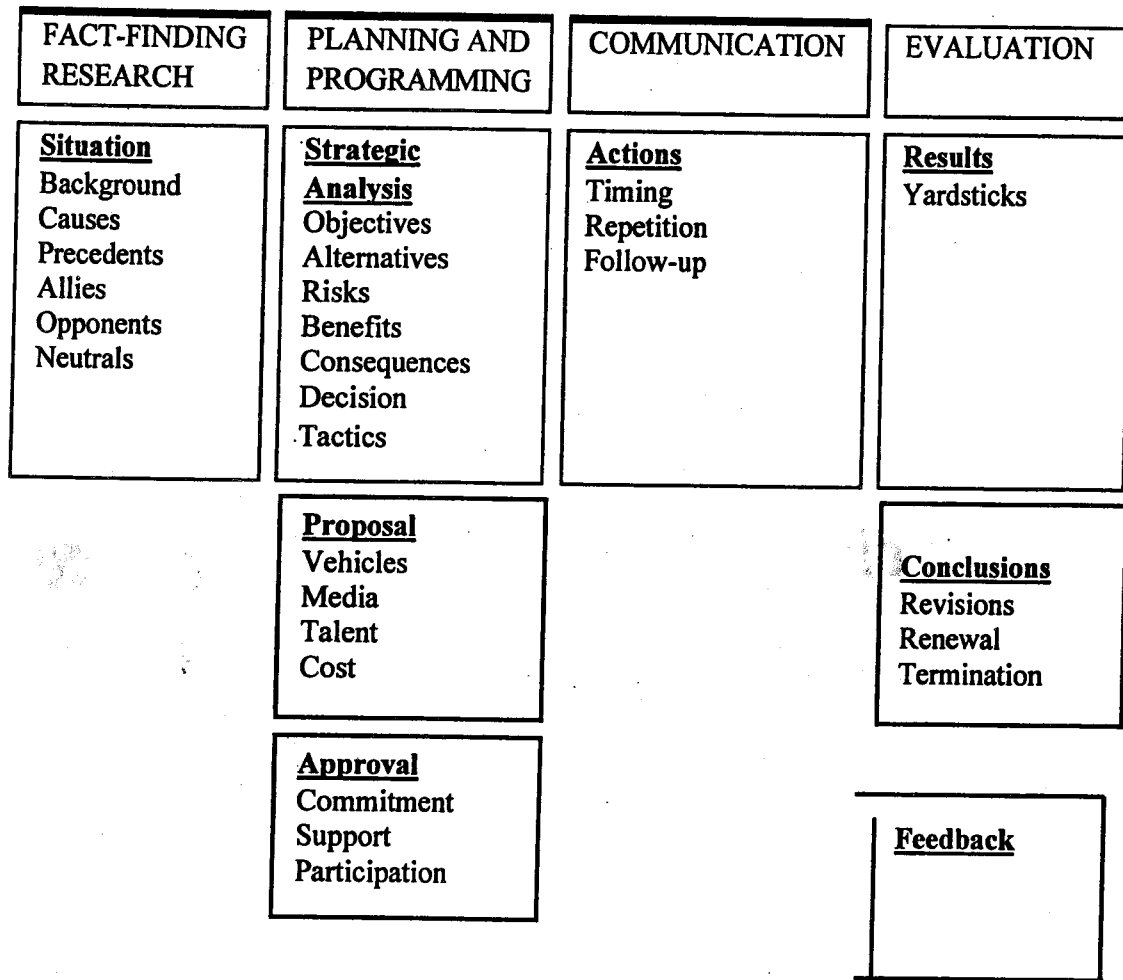
6. Impact assessment:

After release of the message, it is essential to study the impact at intervals by interacting with the target group.

7. Message redesigned:

In case, the interaction of the target group reveals the message did not reach as expected the modification in message or media needs to be done and the revised message should be disseminated.

**Public Relations Process:**



# 3

## **Networking: Concept, Importance and Competencies**



# **Networking: Concept, Importance and Competencies**

As a general definition, networking can be considered as linking together of many people or groups/organizations who share common interests or causes, to exchange ideas and information, and to work together towards achieving common goals and satisfying common needs. Networking can hence be at different levels - from interpersonal networking to formal networking of different organizations and both levels - personal and organizational are necessary. Indeed, networking is considered as a key towards coping up with the challenges of lobbying and advocacy for our Corporation.

## **I. Inter-personal Networking**

Inter-personal networking refers to the process whereby a person links with other people in the spirit of giving and sharing of resources towards the attainment of common goals. Networking in this level can be formal or informal. Formal networks are characterized by the presence of definite goals, by-laws and structures; whereas, informal networks are without structures and clear-cut set of expectations and obligations among the members.

### **a) Purpose of Networking**

Generally, networking must be founded on the spirit of both giving and sharing, and not on a one-way- type of transaction. Hence, in networking one should think of not only what she or he can get from other people, but also of what she or he can contribute. Without one or the other, networking is doomed to fail. A general rule, hence, is to find people who share common goals, needs and interests as yours, or with whom you can set common goals. Successful networking is therefore about:

- Giving and receiving
- Contributing and accepting support
- Offering and requesting
- Promoting others' needs and promoting your own needs
- Trust and persistence.

### **b) Tips in Networking**

b.1 The first step in networking is to define specific networking goals. The identification and selection of people will of course depend on one's specific networking goals. Then, the next step, which is the development of network mapping, is dependent on this goal.

b.2 In mapping your network, the second step, you identify people in your environment, within and outside of organization, who are potential or actual supporters or partners of your cause. In this step, you not only identify people to network with, but you also classify them according to your level of knowledge about their position vis-à-vis your objective. People can be classified according to the following categories.

**Suspects:** People who appear to be open to support your cause.

**Prospects:** Individuals who, research confirms, are supportive of your cause.

**Contacts:** Prospects with whom you have initially discussed your cause and to whom you have expressed your willingness to offer support to their cause as well.

**Advocates:** Contacts who are openly promoting the value of networking with you for their and your causes.

**Partners:** People who you regularly coordinate with for the achievement of common goals.

b.3 Once you have identified the right people to network with vis-à-vis your networking objectives, the next step is to start meeting and talking to these people towards making them partners in your cause. To effectively do this, the following tips can help:

- Begin with a positive and trusting attitude.
- Establish the right image. Learn how to be assertive, and not aggressive nor passive.
- Make sure you have something to exchange. This is a two-way social process, even if it is merely: "Thank you, I appreciate your time / information / advice / business."
- Be clear and confident with your skills.
- Develop your communication skills – active listening, probing, effective feedback giving. Encourage your contacts to talk as well.
- Become a "known and credible" entity to those who can make change happen.
- Learn to use courtesy, tact and diplomacy.
- Match your words with your actions
- Never reveal a confidence. Honour privacy and trust.
- Make effort to attend and to take an active part in gatherings

- Keep in touch, even by telephone.
  - Use both formal and informal opportunities.
  - Respect your network. Never expect free professional services nor provide free counsel yourself.
  - Admit mistakes and lesson learnt. Genuine humility and swallowed pride is a valued mature behaviour.
  - Patience and persistence will bring the rewards you want.
  - Develop systems to follow up your contacts.
- c) Seven networking competencies

The following are seven competencies needed for effective networking.

**c.1 Temperament/disposition**

How confident are you in yourself? How open are you to socialize with other people and build networks?

**c.2 Strategizing ability**

How knowledgeable are you of the people around you? Are you able to make use of all opportunities for networking?

**c.3 Organizational skills**

How effectively do you organize yourself and the information you gather about people you meet, so that you follow them up efficiently?

**c.4 Nurturing ability**

How well do you create a spirit of mutual giving and sharing of information?

**c.5 Communication skills**

How good are you in active listening, in asking good questions, in expressing your own thoughts and feelings, and giving feedback to what other people say?

#### c.6 Social involvement

How much do you involve yourself in social gatherings of all types to keep your network active and expanding?

#### c.7 Persistence

How persistent are you in developing your personal network and working towards the achievement of your goals?

#### d) Networking Do's

- Ask others for help
- Be friendly, warm and sincere
- Be persistent in following up and following through
- Focus carefully on learning people's names
- Be helpful to others even if there is no immediate or direct benefit to you
- Stay in touch regularly and systematically.
- If available, always carry calling cards
- Get known as being well-connected (and a valuable resource for others)
- Sit next to strangers at events (not alone or with people you know)
- Keep networking even when you think you can stop.

#### e) Networking Don'ts

- Don't be impatient. Results and benefits can come when you least expect them and often take time.
- Don't lose sight of your ultimate goal or objective.
- Don't expect too much of others

- Don't have hidden agendas (not being up-front and straightforward with other people)
- Don't be insensitive to value, belief and cultural differences.
- Don't fail to follow through when you need something
- Don't go for quantity over quality in your relationships
- Don't try to do too much and spread yourself too thinly
- Don't try to network in a way that doesn't fit your style.

## II. Organizational Networking

Organizational networking refers to the process whereby an organization links with other organizations, groups or people outside of the organization to achieve common goals.

### 1. Types of Networks

As in interpersonal networks, there are two types of organizational networks: formal and informal.

#### a) Formal networks

There are four different types of formal network: the regulative network, the innovative network, the informative-instructive network and the integrative network.

- The regulative network is predominantly found in formal communication system and consists of the channels used to disseminate regulations, policies, practices and procedures. It is the network, for example through which the non-members of a cooperative get to know the procedure for joining the cooperatives, and the current members get to know how the board is elected etc.
- The innovative network has the sole purpose of making the organization flexible and adaptive to the changing demands and environment, which all cooperatives today have to confront. For example, the business orientation of the cooperatives today in comparison to the sole welfare orientation in the past and may be even the efforts to

have more women in decision making positions is also part of this network.

- The informative-instructive network provides the training function deemed necessary by the organization for efficient functioning. As with the other three networks, the informative-instructive network furthers the cooperative needs of adaptability, morale, conformity and institutionalization. All of these, in turn, contribute to improve productivity.
- The integrative network focuses on member/ worker morale. The benefits derived by being employed or being in the cooperative movement can be considered as useful examples. The grapevine also works here. This network is the one that is closest to the informal communications network.

#### **b) Informal networks**

Informal networks link people, groups, organizations and institutions to one another without the formal organizational structure which formal networks have. Meetings, discussions, sharing and collective actions are, hence, done irregularly or only when those who compose the network see it as necessary. Since there is no clear and formal leadership and membership, anyone can join the informal network at any time. An informal network can exist within a formal network.

An interesting aspect of network analysis is to see how the informal networks compare and contrast with the formalized set up. The formal and informal systems always overlap to some degree. At times more than the formal networks, informal networks are much stronger in getting things moving.

## **2. Benefits of Networking**

Networking fosters cooperation. It is a process of information exchange that involves knowing where to go when you need help and how to ask for it, and when others need your help and how to give it.

Networking also implies knowing the right persons who can help to obtain the information needed. Information is power and empowering. To be the right person in the right place at the right time requires some work and a little information or help from the right sources.

A sense of solidarity amongst the partners in the network and a sense of belonging to a common group is a typical feature of networking.

Networking could also bring about frank feedback or referral needed. It could also bring some fresh advice, a new option or opportunity one never saw before.

### **3. Core patterns in formal and informal network formation**

#### **a) Core group building**

At the heart of the beginning stage of formation of the network is an initiator with a vision and a willingness to be the prime mover of the group. The initiator could be a person or an organization. Aside from embodying the core group vision, the initiator must be credible among the core group members. This person is steadfast and present in every meeting, encouraging the core group members to transcend their personal or institutional biases and to "think network." Once the shift from being disparate individuals or organizations to a network is achieved, the core group becomes stable. The network can then begin to pursue the key issue that it wishes to address as a distinct group.

#### **b) Need for a shared vision/issue**

Once a core group has been constituted, the other members within the group must be able to share in the vision or issue. Identifying the issue and articulating this within the core group are time-consuming tasks. Since the members have their own interests and reasons for joining the network, there is a need for a "give-and-take" process among the core group members. This process will enable them to arrive at a consensus on the common issues to collectively address.

#### **c) Presence of resources**

Resources, such as time, people, finances and other materials, goods, are necessary inputs to support the coming together of different persons or groups. These resources include the contributions of members for snacks during meetings, office supplies for communications, funds coming from donors, and the efforts provided by the members of the core group as well as those from outside of the core group, such as the staff who help in the network formation.

**d) Time and space for commitment building**

Commitment building provides the members the chance to transcend their personal or institutional biases and affirm the relevance of the network. This process, thus, keeps the vision of the network alive in all the members. And this constant affirmation of the vision and mission of the network is a key to the sustainability of its operations.

**e) Seizing the "Aha! Moment"**

A level of sensitivity to key events and turning points of the network is important to making these critical moments play crucial roles in its development. To attain this, capability building is very necessary.

**f) Sustaining Activities**

Activities that will keep the network active and confident on its course of movement and development towards its goals are very important sustaining factors.

**g) Building network credibility**

To be recognized, the network has to be credible. With this credibility, the network will be able to succeed in its lobbying efforts and in its campaign for public support.

**4. Formal network management cycle**

**Phase 1: Organizational Stage**

**Step 1: Strategic Planning**

Organization and associated stakeholders come together based on a common need to discuss and agree on their points of unity and come out with their common vision, mission, goals and strategies for developing the network after an analysis of existing conditions and trends. The goals incorporate the development agenda and the focus on institution building both for the members and the network itself.



## **Step 2: Operations Planning**

The network members or partners translate the strategic statements into operational plans consisting of one to three year objectives and proposed programs and projects. They also agree on an operational structure; define and choose their committees; select the board members; recruit the staff positions necessary; develop key result areas and indicators and come out with operational and program based policies and procedures, i.e. policies on membership administration, finance, communications and research, monitoring and evaluation.

## **Phase 2: Operating Management**

### **Step 3: Coordination and control**

Operation management relates to seeing to it that what was planned are implemented efficiently and effectively. Critical concerns at this stage are the role delineation and tasking among the officers and members; the conduct of regular meetings and feedback sessions among the committee, management (secretariat) and the board members; and regular socialization and informal sessions to strengthen the formal relationships.

### **Step 4: Research and communications**

The management function of research and communications related to accessing, processing and dissemination of information to the members for guidance, learning and decision making. Giving feedback regarding the latest trends relevant to the development in the province should be shared by all.

### **Step 5: Monitoring and evaluation**

Using the key result areas and indicators developed during the operations planning stage (Step 2), monitoring involves the comparison between the targets versus the actual performance (blueprint approach) while following through the activities and processes in community organizing at the field level (learning process approach). Evaluation is a judgement of the program or operations on the basis of a comparison with a number of pre-established criteria (the KRAs and indicators). Evaluation results serve as inputs for long-ranged policy formulation and strategic planning. The development of the network's monitoring and evaluation system will enable it to assess both outputs and outcomes of their program implementation.

### **Phase 3: Resource Development and Mobilization**

#### **Step 6: Resource Generation**

Resources vital to the network's sustainability and institutionalization refer to either financial, human power (including technology) or gifts in kind. Accessing such resources require creativity, commitment and teamwork. It implies defining where and how the resources may be obtained, which is either through internal fund generation, external funding or income generating ventures. In cooperatives, seeking of funds from outside sources is a last resort. As much as possible, funds must be generated from within the organization.

### **Phase 4: Program Implementation**

#### **Step 7: Network and Member Strengthening**

The strength of the network is the combined strength of its members. The network should therefore have a program for mutual sharing of resources and technology (partly responded to under Step 4) through an Institution Building (e.g. Organizational Development) and Human Resource Development Program for the members, with the members as either recipient or bearer of the services. In the same way, strengthening the network per se is the responsibility of all the members through board, secretariat or committee on Institution Building (if organized).

#### **Step 9: Advocacy**

The development agenda prepared in Step 1 is translated into an advocacy plan focused on ensuring that the issues, policies or idea being espoused are accepted and translated in concrete form by the government. Lobbying, negotiating and other advocacy forms are considered depending on the target group.

#### **Step 10: Community Empowerment**

A common strategy for supporting a particular community is necessary for a more focused and effective program implementation.

## **5. Challenges for network management**

### **a) Varying levels of appreciation and commitment from the membership**

Members participate in network activities to the degree that the network is meeting their respective personal and organizational needs and objectives. Where the support is found lacking, then they may become inactive. Moreover, their own organizational imperatives; which are considered more important than network matters, should be reckoned with. A member who is saddled with organizational issues such as lack of funds and people will opt to skip attending network functions.

### **b) Different views regarding network issues**

It takes a lot of effort to reconcile opposing viewpoints of various members involved in an issue. It needs a lot of maturity among the members to go beyond the issue concerns to move towards the broader perspective of social transformation.

### **c) Lack of continuity of initiatives or sustenance of efforts**

Unlike within an organization where one deals with either the supervisor or the assistant of a unit, the network secretariat or the chair of a particular committee may encounter a situation where the participants to succeeding meetings are representatives of the program officer who attended the initial meetings. This results in a non-sustenance of the level of involvement and depth of the cooperative undertaking.

### **d) Lack of resources**

Advocacy work or the coordination of joint programs may be hampered if the necessary logistics to support the initiatives are inadequate. While volunteerism is expected at the initial stages of the endeavor, the degree of commitment will certainly wane and lead to frustration when the backstop supporter are not provided.

### **e) Conflict between the Network (as represented by the Board or Secretariat) and the membership**

When the board becomes exclusive body focused only in ensuring the sustenance of their respective organizations, then the network is not serving their common interest. In the same way, when the secretariat accessed funds (in the guise of sustainability) to undertake programs

and projects that are on the ground and requiring hiring additional staff, then the network is directly competing with the members.

To respond to the aforementioned challenges, the process of consultation among the network board, secretariat functional committees and the members should be able to draw out the best schemes among the network membership towards effective and efficient management.

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# 4

## **Lobbying and Campaigning**

# **Lobbying and Campaigning**

The critical elements in the external environment that have been proven to have undeniable effect on any organization, cooperatives included, are the government and the general public. With this realization, leaders and managers have come to realize that lobbying for favorable legislations and campaigning for public support are essential components of their work.

## **I. Lobbying**

### **1. Definition**

Lobbying is generally defined as the process of seeking or pushing for favorable government policies and legislations. It refers to the usage of a political network to seek favorable legislations in support of a cause, an interest or an agenda, the development of accountable cooperatives. The term "lobby" originated from a practice where people stood in the United States House of Senate chamber's lobby (anteroom, entrance hall, corridor) to talk to legislators as they went in to vote. Lobbying has often been associated with professional lobbyists working for certain companies or groups or organizations. In social development work, however, lobbying has emerged to be a collective involvement of the members and leaders of organizations seeking support for their causes. To differentiate this from the traditional form, this collective form of lobbying for social causes has been termed as people's lobby.

### **2. Ingredients of a Successful Lobbying**

There are five ingredients of a successful people's lobby:

The first is, to feed the government with valuable information, both facts and opinion, which can help them formulate policies and test policy proposals that are in accordance with the condition and general sentiments of the different sectors, including the cooperatives.

Secondly, the values, goals and tactics of a lobbyist must be compatible with the country's political culture and be perceived as legitimate. Without public support a lobbyist stands little chance of public recognition. An interest group, such as the cooperative movement, needs to educate, hence, the public and increase their awareness of how a particular measure, such as legislations supportive of the development of accountable cooperatives, will benefit them. Then the lobbyists need to convince the lawmakers that they have the public support.

Thirdly, good leadership is important. Strong, vocal, credible and influential leaders bring the organization valuable publicity and direction. With them, law makers will attend to the cause of the cooperatives.

Fourth, flexibility is important in achieving success. It is often necessary to compromise one part of a demand to achieve another.

Fifthly, lobbyists must use all opportunities available to them. They must have a good knowledge of where to "plug into" the policy-making system. An important condition of success consists of knowing where and at what stage access to policy-makers can be achieved.

And lastly, a good budget naturally assists in achieving and maintaining access to policy-makers. Prosperity does not guarantee success but it certainly increases its possibility.

### **3. Basic Tasks**

The following are some of the basic tasks involved in legislative advocacy for people's concerns:

- a) Formulate a clear position or policy on an issue
  - Through consultations and consensus, decide on the policies and positions that you want to lobby for. The broader the base of consultations, the better.
  - It will be helpful to identify the basic principles that guide your position. Be clear on the essentials, the items that you cannot compromise, and those provisions that you can give up.
  - Make a study of the resources needed to implement your proposal, and try to identify the possible sources. The question of where the appropriation will come from, will always be asked.
  - Back-up your positions with well-researched information: statistical data, examples, surveys, etc. These can be compiled into an information kit for ready reference.
- b) Develop a network of advocates for the issue
  - Gather as many allies on the issue as possible, especially among organizations from the sector concerned. It may be feasible to set up a task force or coalition on the issue, whether on a temporary or long-term basis. If your coalition can be projected and recognized as a credible and authentic force of the sectors on the issue, it will more easily gain the attention of legislators.
  - Try also to create a network of support groups from other sectors. The, professional groups, and respected personalities seem to carry much weight with legislators.
  - It is also wise to know who the opponents to your position are, and to be familiar with the various alternatives being presented on the issue.
- c) Follow a lobby plan or strategy
  - Timing is crucial to lobby work. So, you should know the status of the proposal you are concerned with, and where it is in the whole process.
  - Get to know or be known by the key players on the issue.
  - Try to convince the key players about your position and get a commitment of support.
- d) Raise public awareness on the issue
  - Do not limit your campaign to stake holders, or keep the issue just to the sector of sectors concerned. Initiate various for a like symposia, debates, and also mass actions, where the issues can be discussed in detail before a broad audience.
  - Learn to use mass media. Develop contacts among print and broadcast media, and know who are assigned to cover certain beats or issues. Learn the art of calling and conducting a press conference effectively. Be able to present the issue in a simple and popularized way. Remember that if media pay attention to you and give you space and time, the others will also probably take notice of you and what you have to say.

#### **4. Tools for Lobbying**

##### **a) Visits**

Visits or personal contact lobbying are the most effective. Many busy representatives hardly find the time to read through documents or position papers. But they will often accommodate a brief visit by their constituents and more like to remember this than a letter or statement. However don't overwhelm them with number of visits.

##### **b) Letters**

A personal well-written letter is an effective way to influence. Even when one or two letters can have an effect if the issue is urgent or important, or is receiving no publicity. More letters are required if the issue is "hot" in the press. But in every issue, a letter from a constituent which is clearly the person's own thinking and feeling can make an impact. "Packaging" your letter is important.

##### **c) Information materials**

A compilation of important information on your issue of concern will be very useful in trying to convince the authorities. Often, the staff are concerned with various issues at one time, and lack the research material and data that you may be able to provide. This effort also shows that you may have seriously studied the issue and know what you are talking about. This information kit can be adopted to become an education kit.

### **II. Effective Campaigning**

#### **1. Definition**

If lobbying is the process of advocating changes in government policies and legislations by seeking the support and active involvement of legislators, campaigning, on the other hand, is the process of advocating changes by seeking the support of the client, general membership (if within an organization) or of the public (if beyond the boundaries of the organisation). The change can be the adoption of a new value, belief or the passing of new policies and laws, or the embrace of new business practices

#### **Tips in Effective Campaigning**

To effectively seek for the support of the public to an advocacy, the following questions must be pondered upon during the designing of the campaign plan: (Kotler & Roberto, 1989)

##### **a) Does the advocacy address the needs, or solve the problems, or satisfy the interests and concerns of the target people?**

The relevance of the advocacy to the target people must be set. This means that it should be shown to address the needs, to solve the problems and to satisfy the interests and concerns of the target people. If not, then the advocacy will surely be not supported by the general membership or public.

The campaign plan should hence be anchored on a good research of the needs, problems and interests of the target people.

##### **b) How should the advocacy be named or how should it sound to effectively catch the attention of the target people?**

The advocacy must be packaged interestingly and creatively to catch the attention



of the target people. Words and statements that will be used to symbolize the advocacy must be those that the target people can easily understand.

c) How should the advocacy be presented to the target people?

The medium of presentation which can make the advocacy easily reach the target people and which can best elicit their recognition and support must be identified and utilized (i.e. television, radio, print media, personal communication, etc.). The presentation and presenters must have characteristics that are appealing to the target people.

The presence of people who are credible and well-recognized by the target people will best boost the success of the campaign.

d) How should the interest and support of the target people to the advocacy be sustained and further strengthened?

The final task is to sustain the interest and support of the target people to the advocacy. This stage of the campaign has three steps:

- First, the target people's condition must be researched and monitored.
  - The second step is the utilization of the research by coming out with a list of possible action on how to sustain the interests and support of the target people for the advocacy.
  - In the third step, the advocates or the implementers of the campaign plan make the needed adjustments and changes in the campaign plan.
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**5**

**Media Relations and Practical PR**

# **Media Relations and Practical PR**

## ***The relationship between NCDC, cooperatives and government***

Governments have the task of creating optimal conditions for the development of the country. However, they often follow very specific interests. Through legislation, governments exercise an immediate influence on the activities of cooperatives - both positively and negatively. Economic policies on the other hand, only indirectly determine the developmental possibilities of the co-ops.

Cooperative organizations need the right legal, political and economic framework, within which they can develop autonomously. It is therefore important that cooperatives are able to exercise an influence on governmental policy. NCDC being a DFI for cooperatives also play a vital role in this respect.

The co-operation among governments, NCDC and cooperatives ideally is one of regular consultation, constructive dialogue, and positive action in order to clarify their interests and viewpoints (and those of the members!) at local, regional and national levels.

Such regular consultations should consist of:

- information from governments as to the real social and economic conditions and the reasons for the conditions, as well as assessments made by us and the cooperatives about these;
- Consultations to agree rural policies, which have social and economic well-being as a general goal, and that of the coop members, as a particular goal.

Governments rely on trustworthy information and analyses for political decisions. We along with client cooperative organizations can generate the necessary information for their own analyses and for making well-founded suggestions for development activity.

It is important to find out the right distance to maintain with governments and their departments/officials. Maintaining this right measure of distance improves their ability to negotiate with governments. If one gets 'too close' to governments, it can in some cases interfere with the internal affairs of the organization.

However, officials and governments should not be seen as a monolithic block. Although local officials represent the government, they also have their own regional allegiances and as such can be suitable partners both for information as well as to represent local interests at a higher governmental level.

## ***Gaining or maintaining independence***

Political democracy is an important basis for the effectiveness of cooperative organisations. In some cases, governments may exert considerable control over the cooperative through such measures as:

- influence on elections within the organization;
- requiring reports from the board;
- requiring cooperatives to execute government-political measures;
- providing financial support and securing privileges with the expectation of voter support;
- limiting the growth of co-ops, in order to prevent a substantial political power-concentration.

## ***Public Relations and the cooperative image***

Public Relations is the relationship between the general public and the organization and refers to the image which it presents to the outside world and how this is promoted. Relationships with the media can be particularly important in forming this public image.

Opinions on organizations are based on different sources: some of which will be due to factual knowledge, but others due to prejudices, bias, experience etc. Even business relations are often based on feelings or affections than on a rational background. Often an image is held of an organisation long after major changes have taken place. For example, in countries where cooperatives which were previously controlled by government, the publicly perceived image of what a cooperative is, often remains the same even after government controls are removed. Public relations activities build the image of an organization and can help to combat ignorance or false knowledge regarding the same.

## ***The tasks of PR***

Public relations activities are generally oriented in three directions:

- to generate the basic conditions for promotion;
- to generate a positive relationship with business partners, which can directly lead to business relationships;
- a socio-political role of promoting a better understanding of the business environment.

Specific activities include:

- presenting the aims, possibilities and organization of the organization;
- dissemination of the cooperative idea and cooperative principles, as well as of the knowledge of the organs of cooperatives and their democratic interaction;
- dissemination of organization related information and commentaries on politics and the economy from the point of view of the entity;
- information about business activities of the cooperatives in connection with product or service promotion.

The purpose of these activities is to develop an 'image' (the sum of all the opinions and perceptions held by people outside the organization) of the organization which will help achieve its aims and objectives. We have to strive to generate our own image which should be clearly different from that of our competitors. We could assess what people think of us and our client cooperatives to help them establish an image-profile.

A positive image among the public also acts internally to mobilize the human resources by strengthening a feeling of togetherness within the organization.

## ***Practical PR***

PR is a learnable activity in everyday working life. Members who have an interest in writing, in the media and in working together with people are particularly qualified for this task. There are various ways of bringing something to public attention and to influence the decisions of the relevant decision-making groups such as:

- invitations to the general public or a chosen group to attend an open day, one which allows the visitors to view the inner workings of the organization;
- distribution of pamphlets and leaflets. This action is intended to disseminate core ideas in a few words. It is often connected with the request to take part in a particular action;
- poster promotions. These make the public aware of an action or activity, and pick up on a particular theme or action/activity. They are also suitable for product promotions;
- the open letter. This is used to make a request, suggestion, demand, protest or public adoption of a position. It is usually directed at politically active organs or at public figures and simultaneously attempts to lay open a situation by publishing it in the press. Readers are called upon to form an opinion and to support the signatories or the issue.
- public discussion. The form taken depends strongly on the local culture:
- discussion at a stand (e.g., at the market as part of sales promotion);
- discussion in a public forum, with experts and public figures;
- podium discussions, either with or without audience participation;
- rallies and demonstrations. Since these are generally very politically oriented, their use is limited for PR work.
- campaigns. Organizations can carry out campaigns aimed at promoting a single issue of concern to the cooperative for a start

### ***Plan a PR campaign***

- decide on the subject and goal of the promotion.
- analyse the situation and possibilities for implementation (internal and external criteria: budget, organisation and resources, period for the campaign)
- decide on the methods to be used
- plan the activities, including timetables, staff, budget, possible co-operation partners, evaluate of the results
- decide on the promotional materials (posters, leaflets, radio programmes etc.) and plan their preparation
- prepare your plan for presentation to the plenary (using flipchart, cards, blackboard etc. as appropriate (or alternatively present your plan as a role play)

### **MEDIA RELATIONS**

Public Relations as a tool to communicate and win over the people around is being used in different forms, from ancient times in India. Tools have changed from time to time but the urge to communicate has always remained foremost. NCDC's own PR will receive a boost if we invest our efforts in building up the image of cooperative sector by highlighting its achievements and success stories of our client cooperatives. This can be done by :

- Advocating the relevance of cooperatives by emphasizing on its values and principles so that it is accepted by the people as the vehicle of their socio-economic development.

- Highlighting the advantages of cooperatives as compared to other organizations through self-help and mutual help.
- Building up positive opinion in favour of cooperatives in the wake of negative propaganda by the press and other interested groups.
- Making efforts for creating enabling environment for generating proper awareness in the masses about the benefits of cooperatives.

Although the cooperative sector has made immense progress in the recent years, but PR in the cooperative sector still to be developed on professional lines being hindered due to following factors:

- Inadequate budgetary support for PR activities due to resource crunch with few exceptions like IFFCO, KRIBHCO, NAFED, AMUL etc. which are financially well off.
- Lack of proper HRD planning in assessing the manpower requirements of PR activities according to the need of the organisation.

However constitution of a National Committee for PR in Cooperative sector has been a good initiative for PR strengthening , which has offered ,among others, following recommendations having far-reaching effects.

- Cooperative organisations at all level should formulate both short term and long term PR policies which should address the internal and external stake holders.
- Cooperatives should institute appropriate award for the best performing institutions/individuals/electronic and print media in the area of a) creation of awareness of cooperatives; b) dissemination of knowledge about cooperatives; c) spread of achievements of cooperatives; d) image building efforts of cooperatives; e) coverage of success stories of cooperatives.

Cooperatives are being under reported presently:

- Co-operative does not start or end with AMUL.
- Each co-operative serves in a limited area, few have national presence
- Being in news most of the time for wrong reasons
- Seems to be socialist in nature, but symbolizes political battle for power and wealth
- Lack of knowledge about basic concept of co-operative
- Lacks urban identity

There is a need to make cooperatives a desirable news by:

- Presenting it as a model
- Spreading the good things
- Being objective in assessment
- Thinking , writing and explaining as a journalist
- Not asking the journalist for publicity but forcing him for that

### **Interaction with News Media**

#### **Forms of interaction**

- Briefing- A continuous process
- off the record and on the record
- Press release and press note
- Features
- Press conference
- Press tours
- Organizing interviews

#### **Sources/researching**

- Written sources
- Sources of knowledge
- Sources of experience
- Field visits: Observations
- Research interviews
- Partisan sources
- Key interview(s)

### *Checklist for dealing with the media:*

1. Present all material professionally.
2. Know your product very well.
3. Do your homework. Know to whom you are talking, the media person and the media's market.
4. Accuracy is critical. Their credibility is on the line.
5. Learn their language and speak it.
6. Go to your source immediately if negative news reaches the media. Anticipate the tough questions.
7. Never make a "off the record" comment.
8. There is a lot of competition for time and space. Why are you special? What's your angle?
9. Create media events. Include press and local personalities in events as judges, and emcee, etc.
10. Don't play favorites with media outlets

### **Communication Programme**

Communication programme consists of message, media and budget. The Communication programme includes:

- (i) Developing the message
- (ii) Selection of media
- (iii) Appropriate budget for implementing the programme.

### **Some Specific Guidelines**

1. Talk from the viewpoint of the public's interest, not the organization's. The soft drink bottler who launches a campaign to collect and recycle bottles can frankly admit that it does not want to irritate the public by having its product litter the landscape.
2. Speak in personal terms whenever possible. When many people have worked on developing a new product or adopting a new policy, it becomes difficult for the executive to say "I."



3. If you do not want some statement quoted, do not make it. Spokespersons should avoid talking "off the record," because such statements may well wind up published without the source.
4. State the most important fact at the beginning. The executive's format may first list the facts that led to the final conclusion, but such organization will fail when talking with the news media.
5. Do not argue with the reporter or lose your cool. If a question contains offensive language or simply words you do not like, do not repeat them even to deny them. Reporters often use the gambit of putting words into the subject's mouth. If a direct question is asked, give an equally direct answer. If a spokesperson does not know the answer to a question, one should simply say, "I don't know, but I'll find out for you." With this, the spokesperson assumes the responsibility of following through.
6. Tell the truth, even if it hurts. In this era of skepticism and hostility, the most difficult task is often simply telling the truth. . Do not exaggerate the facts
7. Adherence to the " Five Fs": dealing with journalists and programme producers in a manner that is fast, factual, frank, fair and friendly.

### ***Hints For Writing Press Release***

- Choose positive rather than passive headline
- First paragraph should be sharp and crisp.
- Prepare small paragraphs.
- Avoid superfluous expressions.
- Avoid uncommon words.
- Avoid jargon and the use of initials.
- Check the spelling of people and place names.
- Type on one side in double spacing and leave a good margin.
- Better give, one page 25 lines write up.
- Check the appearance of the information and make it attractive.
- Put the date & time and mention contact person and telephone number for clarifications if needed.

## ***While Handling Press Questions Exhibit***

- Confidence
- Ability to think and react on questions instantly
- Tact
- Authority
- Crisis management skill

## ***Requirements For Success***

### **Skills**

- Effective writing
- Persuasive speaking

### **Knowledge**

- In-depth knowledge of various media.
- Understanding of management process
- Business, financial acumen. Abilities
- Problem solver
- Decision-maker.
- Deft in handling people generates confidence.
- Assumes responsibility

### **Quality**

- Stability and common sense.
- Drive and enthusiasm.
- Wide-ranging interests and intellectual curiosity.
- Good listener.
- Tolerance for frustration.
- Style.

## ***Traits For Success***

1. Response to tension: Most successful PR executives are intense people, although it may not always be evident event to themselves. Often they are at their best under fire, and rather than solving problems by abstract analysis, will reach practical solutions by direct action.

2. Individual initiative: Take immediate action before a situation becomes blown out of proportion. He or she usually will not wait for instructions, but takes the initiative to solve the problem; seeks to anticipate and adjust to change; leads the public relations effort.
  3. Curiosity and learning: Have an inquiring mind, should want to learn everything possible about the product, service, client or organisation, and the competition. must try a number of approaches in order to solve a problem, some of which might not work but the professional does not regard them as personal blunders but as learning opportunities. Problems are solved by persistence and intelligence. One never stops learning.
  4. Energy, drive and ambition: The successful PR person has energy, drive and ambition; works rapidly and is not afraid to take a calculated risk; stimulated by the problems to be solved and are willing to work the hours it takes to reach their goals.
  5. Objective thinking: Be as objective and factual as possible and above all, have excellent judgment ; know what to do and say, and when with a sense of timing. They must have a capacity for intense concentration and attention to intricate detail, and keen powers of observation. This is especially critical in counseling.
  6. Friendliness and flexible attitude: It is crucial to have the ability to see things from someone else's view point and amend our attitude to the advantage of the situation. It pays to be perceived as likeable, friendly and genuinely interested in others, rather than resentful, bitter, or hostile. This helps in developing and maintaining a wide range of personal contacts.
  7. Service to others: Most successful PR people have a natural desire to help people. Pleasure in the success of others is a major motivation for the service oriented behaviour.
  8. Versatility: The successful public relations executive is often able to perform well in a variety of areas because he or she has a venturesome spirit and a lively interest in the world at large. The best practitioners are generalists with a specialty. The desire to learn and the ability to focus on varied subjects helps them adjust rapidly to new tasks and multiple client problems and needs.
  9. Lack of self-consciousness: Successful PR persons are much less self-conscious than others , perhaps because they often function as catalysts. Although some practitioners have large egos, they often are self-effacing, functioning in the background while projecting others into the limelight. This trait is indigenous to the public relations professional.
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# 6

- **Making a Great First Impression:  
Getting off to a Good Start**
- **Ten Keys to Handling Difficult People**

## **Making a Great First Impression : Getting off to a Good Start**

**"You never get a second chance to create that first impression "**

It takes just a quick glance, maybe three seconds, for someone to evaluate you when you meet for the first time. In this short time, the other person forms an opinion about you based on your appearance, your body language, your demeanor, your mannerisms, and how you are dressed.

With every new encounter, you are evaluated and yet another person's impression of you is formed. These first impression can be nearly impossible to reverse or undo, making those first encounters extremely important, for they set the tone for all the relationships that follows.

So, whether they are in your career or social life, it's important to know how to create a good first impression. This article provides some useful tips to help you do this.

### **Be on Time**

Someone you are meeting for the first time is not interested in your "good excuse" for running late. Plan to arrive a few minutes early. And allow flexibility for possible delays in traffic or taking a wrong turn. Arriving early is much better than arriving late, hands down, and is the first step in creating a great first impression.

### **Be Yourself, Be at Ease**

If you are feeling uncomfortable and on edge, this can make the other person ill at ease and that's a sure way to create the wrong impression. If you are calm and confident, so the other person will feel more at ease, and so have a solid foundation for making that first impression a good one.

### **Present Yourself Appropriately**

Of course physical appearance matters. The person you are meeting for the first time does not know you and your appearance is usually the first clue he or she has to go on.

But it certainly does not mean you need to look like a model to create a strong and positive first impression. No. The key to a good impression is to present yourself appropriately.

They say a picture is worth a thousand words, and so the "picture" you first present says much about you to the person you are meeting. Is your appearance saying the right things to help create the right first impression?

Start with the way you dress. What is the appropriate dress for the meeting or occasion? In a business setting, what is the appropriate business attire? Suit, blazer, casual? And ask yourself what the person you'll be meeting is likely to wear – if your contact is in advertising or the music industry, a pinstripe business suit may not strike the right note!

For business and social meetings, appropriate dress also varies between countries and cultures, so it's something that you should pay particular attention to when in an unfamiliar setting or country. Make sure you know the traditions and norms.

And what about your grooming? Clean and tidy appearance is appropriate for most business and social occasions. A good haircut or shave. Clean and tidy clothes. Neat and tidy make up. Make sure your grooming is appropriate and helps make you feel "the part".

Appropriate dressing and grooming help make a good first impression and also help you feel "the part", and so feel more calm and confident. Add all of this up and you are well on your way to creating a good first impression.

## **A Word about Individuality**

The good news is you can usually create a good impression without total conformity or losing your individuality. Yes, to make a good first impression you do need to "fit in" to some degree. But it all goes back to being appropriate for the situation. If in a business setting, wear appropriate business attire. If at a formal evening social event, wear appropriate evening attire. And express your individuality appropriately within that context.

## **A Winning Smile!**

As the saying goes, "Smile and the world smiles too." So there's nothing like a smile to create a good first impression. A warm and confident smile will put both you and the other person at ease. So smiling is a winner when it comes to great first impressions. But don't go overboard with this – people who take this too far can seem insincere and smarmy, or can be seen to be "lightweights."

## **Be Open and Confident**

When it comes to making the first impression, body language as well as appearance speaks much louder than words.

Use your body language to project appropriate confidence and self-assurance. Stand tall, smile (of course), make eye contact, greet with a firm handshake. All of this will help you project confidence and encourage both you and the other person to feel better at ease.

Almost everyone gets a little nervous when meeting someone for the first time, which can lead to nervous habits or sweaty palms. By being aware of your nervous habits, you can try to keep them in check. And controlling a nervous jitter or a nervous laugh will give you confidence and help the other person feel at ease.

## **Small Talk Goes a Long Way**

Conversations are based on verbal give and take. It may help you to prepare questions you have for the person you are meeting for the first time beforehand. Or, take a few minutes to learn something about the person you meet for the first time before you get together. For instance, does he play golf? Does she work with a local charitable foundation?

Is there anything that you know of that you have in common with the person you are meeting? If so, this can be a great way to open the conversation and to keep it flowing.

## **Be Positive**

Your attitude shows through in everything you do. Project a positive attitude, even in the face of criticism or in the case of nervousness. Strive to learn from your meeting and to contribute appropriately, maintaining an upbeat manner and a smile.

## **Be Courteous and Attentive**

It goes without saying that good manners and polite, attentive and courteous behavior help make a good first impression. In fact, anything less can ruin the one chance you have at making that first impression. So be on your best behavior!

One modern manner worth mentioning is "turn off your mobile phone". What first impression will you create if you are already speaking to someone other than the person you are meeting for the first time? Your new acquaintance deserves 100% of your attention. Anything less and you'll create a less than good first impression.

## TEN KEYS TO HANDLING DIFFICULT PEOPLE

Most of us encounter unreasonable people in our lives. We may be “stuck” with a difficult individual at work or at home. It’s easy to let a challenging person affect us and ruin our day. What are some of the keys to empowering yourself in such situations? Below are ten keys to handling unreasonable and difficult people. Keep in mind that these are general rules of thumb, and not all of the tips may apply to your particular situation. Simply utilize what works and leave the rest.

### **1. Keep Your Cool**

**Benefits:** Maintain self-control. Avoid escalation of problem.

**How:** The first rule in the face of an unreasonable person is to maintain your composure; the less reactive you are, the more you can use your better judgment to handle the situation.

When you feel angry or upset with someone, before you say something you might later regret, take a deep breath and count slowly to ten. In most circumstances, by the time you reach ten, you would have figured out a better way of communicating the issue, so that you can reduce, instead of escalate the problem. If you're still upset after counting to ten, take a time out if possible, and revisit the issue after you calm down.

### **2. "Fly Like an Eagle"**

**Benefits:** More peace of mind. Reduce risk of friction.

**How:** Some people in our lives are simply not worth tussling with. Your time is valuable, so unless there's something important at stake, don't waste it by trying to change or convince a person who's negatively entrenched. As the saying goes: “You can't fly like an eagle if you hang out with turkeys!” Whether you're dealing with a difficult colleague or an annoying relative, be diplomatic and apply the tips from this article when you need to interact with them. The rest of the time, keep a healthy distance.

### **3. Shift from Being Reactive to Proactive**

**Benefits:** Minimize misinterpretation & misunderstanding. Concentrate energy on problem-solving.

**How:** When you feel offended by someone's words or deeds, come up with multiple ways of viewing the situation before reacting. For example, I may be tempted to think that my co-worker is ignoring my messages, or I can consider the possibility that she's been very busy. When we avoid personalizing other people's behaviors, we can perceive their expressions more objectively. People do what they do because of them more than because of us. Widening our perspective on the situation can reduce the possibility of misunderstanding.

Another way to reduce personalization is to try to put ourselves in the difficult individual's shoes, even for just a moment. For example, consider the person you're dealing with, and complete the sentence: “It must not be easy....”

“My child is being so resistant. It must not be easy to deal with his school and social pressures...”

"My boss is really demanding. It must not be easy to have such high expectations placed on her performance by management..."

"My partner is so emotionally distant. It must not be easy to come from a family where people don't express affection..."

To be sure, empathetic statements do not excuse unacceptable behavior. The point is to remind yourself that people do what they do because of their own issues. As long as we're being reasonable and considerate, difficult behaviors from others say a lot more about them than they do about us. By de-personalizing, we can view the situation more objectively, and come up with better ways of solving the problem.

#### **4. Pick Your Battles**

**Benefits:** Save time, energy and grief. Avoid unnecessary problems and complications.

**How:** Not all difficult individuals we face require direct confrontation about their behavior. There are two scenarios under which you might decide not to get involved. The first is when someone has temporary, situational power over you. For example, if you're on the phone with an unfriendly customer service representative, as soon as you hang up and call another agent, this representative will no longer have power over you.

Another situation where you might want to think twice about confrontation is when, by putting up with the difficult behavior, you derive a certain benefit. An example of this would be an annoying co-worker, for although you dislike her, she's really good at providing analysis for your team, so she's worth the patience. It's helpful to remember that most difficult people have positive qualities as well, especially if you know how to elicit them (see keys #5 and 6).

In both scenarios, you have the power to decide if a situation is serious enough to confront. Think twice, and fight the battles that are truly worth fighting.

#### **5. Separate the Person from the Issue**

**Benefits:** Establish yourself as a strong problem solver with excellent people skills. Win more rapport, cooperation and respect.

**How:** In every communication situation, there are two elements present: The relationship you have with this person, and the issue you are discussing. An effective communicator knows how to separate the person from the issue, and be soft on the person and firm on the issue. For example:

"I want to talk about what's on your mind, but I can't do it when you're yelling. Let's either sit down and talk more quietly, or take a time out and come back this afternoon."

"I appreciate you putting a lot of time into this project. At the same time, I see that three of the ten requirements are still incomplete. Let's talk about how to finish the job on schedule."

"I really want you to come with us. Unfortunately, if you're going to be late like the last few times, we'll have to leave without you."



When we're soft on the person, people are more open to what we have to say. When we're firm on the issue, we show ourselves as strong problem solvers.

## **6. Put the Spotlight on Them**

**Benefits:** Proactive. Equalize power in communication. Apply appropriate pressure to reduce difficult behavior.

**How:** A common pattern with difficult people (especially the aggressive types) is that they like to place attention on you to make you feel uncomfortable or inadequate. Typically, they're quick to point out there's something not right with you or the way you do things. The focus is consistently on "what's wrong," instead of "how to solve the problem."

This type of communication is often intended to dominate and control, rather than to sincerely take care of issues. If you react by being on the defensive, you simply fall into the trap of being scrutinized, thereby giving the aggressor more power while she or he picks on you with impunity. A simple and powerful way to change this dynamic is to put the spotlight back on the difficult person, and the easiest way to do so is to ask questions. For example:

**Aggressor:** "Your proposal is not even close to what I need from you."

**Response:** "Have you given clear thought to the implications of what you want to do?"

**Aggressor:** "You're so stupid."

**Response:** "If you treat me with disrespect I'm not going to talk with you anymore. Is that what you want? Let me know and I will decide if I want to stay or go."

Keep your questions constructive and probing. By putting the difficult person in the spotlight, you can help neutralize her or his undue influence over you.

## **7. Use Appropriate Humor**

**Benefits:** Disarm unreasonable and difficult behavior when correctly used. Show your detachment. Avoid being reactive. Problem rolls off your back.

**How:** Humor is a powerful communication tool. Years ago I knew a co-worker who was quite stuck up. One day a colleague of mine said "Hello, how are you?" to him. When the egotistical co-worker ignored her greeting completely, my colleague didn't feel offended. Instead, she smiled good-naturedly and quipped: "That good, huh?" This broke the ice and the two of them started a friendly conversation. Brilliant.

When appropriately used, humor can shine light on the truth, disarm difficult behavior, and show that you have superior composure

## **8. Change from Following to Leading**

**Benefit:** Leverage direction and flow of communication.

**How:** In general, whenever two people are communicating, one is usually doing more leading, while the other is doing more following. In healthy communication, two people would take turns leading and following. However, some difficult people like to take the lead, set a negative tone, and harp on "what's wrong" over and over.

You can interrupt this behavior simply by changing the topic. As mentioned earlier, utilize questions to redirect the conversation. You can also say "By the way..." and initiate a new subject. When you do so, you're taking the lead and setting a more constructive tone.

## **9. Confront Bullies (Safely)**

**Benefits:** Reduce or eliminate harmful behavior. Increase confidence and peace of mind.

**How:** The most important thing to keep in mind about bullies is that they pick on those whom they perceive as weaker, so as long as you remain passive and compliant, you make yourself a target. Many bullies are also cowards on the inside. When their victims begin to show backbone and stand up for their rights, the bully will often back down. This is true in schoolyards, as well as in domestic and office environments.

On an empathetic note, studies show that many bullies are victims of violence themselves. This in no way excuses bullying behavior, but may help you consider the bully in a more equanimous light.

When confronting bullies, be sure to place yourself in a position where you can safely protect yourself, whether it's standing tall on your own, having other people present to witness and support, or keeping a paper trail of the bully's inappropriate behavior. In cases of physical, verbal, or emotional abuse, consult with counseling, legal, law enforcement, or administrative professionals on the matter. It's very important to stand up to bullies, and you don't have to do it alone.

## **10. Set Consequence**

**Benefits:** Proactive not reactive. Shift balance of power. Win respect and cooperation when appropriately applied.

**How:** The ability to identify and assert consequence(s) is one of the most important skills we can use to "stand down" a difficult person. Effectively articulated, consequence gives pause to the challenging individual, and compels her or him to shift from obstruction to cooperation.

In conclusion, to know how to handle unreasonable and difficult people is to truly master the art of communication. As you utilize these skills, you may experience less grief, greater confidence, better relationships, and higher communication prowess. You are on your way to leadership success!

**7**

**Terms used in Public Relations,  
Advertising and Mass Media**

## Terms used in Public Relations, Advertising and Mass Media

- Air Brush:** An art process widely used for retouching photographs, applied with the aid of compressed air and an air brush. Also used by many illustrators to obtain interesting tone effect.
- Air Time:** Starting time of a TV to radio programme.
- Angle:** Particular emphasis of a story or broadcast; also called "slant".
- Answer Print:** Print of a motion picture film used to check quality, before final printing.
- Art:** All types of illustration in any medium.
- Attitude:** The composition of a person's bent on any issue or question, made up from all the influence that have built up throughout his lifetime. Usually unexpressed.
- Audience:** Denotes the group or groups to whom the public relations programme, or any part thereof, is directed.
- Backgrounder:** A document prepares to provide the facts and significance underlying a subject, as a means of "back grounding" an editor or writer.
- Back Up:** When one side of a sheet has been printed and the reverse side is being printed, it is said to be backed up.
- Banner Head:** Headlines set in large type and usually extending all the way across the top of a page.
- Beat:**
1. An area or subject that a medium assigns to a given reporter or department, such as the criminal courts or boating.
  2. An exclusive story; a "scoop".
- "Blow Up:** Increase the size of any visual item by photographic reproduction.
- Booklet:** A printed piece of six or more pages, with a paper cover and prepared as a bound unit, usually by stapling. (See Brochure)
- Boomerang-Effect:** In propaganda, when the affected individual reacts in the opposite from the expected way.
- Box:** A newspaper item enclosed with printed borders.
- Bridge:** Phrase or sentence connecting two stories or segments of a telecast.
- Brochure:** A printed piece containing six or more pages. More elaborate than a booklet.

- By line:** Signature of the author on a newspaper or magazine story.
- Cable Television (CATV):** Also called Community Antenna Television. A means of transmitting signals to receivers through direct cable connections rather than over the air.
- Campaign:** An organized effort to poll, formulate, or alter the opinion of any group or groups on a selected subject.
- Catalogue:** A book of reference, including a description and, if possible, an illustration of products and other pertinent data, such as instructions for their use and care.
- Centre Spread:** The two facing centre pages of a publication appearing on a continuous sheet.
- Channel:** A place on television dial where a station can be received. Also, in communication, one of avenues for reaching an audience.
- Circular:** A mailing piece or free-distribution item, usually one sheet. An item intended for widespread, inexpensive distribution.
- Class Publication:** Periodicals designed to appeal to particular, well-defined groups, interested in certain limited subjects.
- Clip:** In broadcasting, a short segment taken from the whole or to be spliced in. In print media, a clipping.
- Community:** The adjacent geographical area influenced and affected by company policy and production.
- Conservation:** Support of the public's existing opinion and preventing it from changing.
- Consumerism:** The composite of movements and causes purporting to protect the consumer in the purchase of goods and services, product safety and other matters.
- Control Group:** Group in which the members are chosen for their characteristics or opinions. Often a group not exposed to test that is used as a comparison to test group in equating results.
- Conversion:** To sway public opinion from one side of an issue to another.
- Copy Desk:** Editor's centre at newspaper, magazine, TV or radio station where copy is edited and headlines written.
- Copy:** Written material, such as press release, the text of booklets, broadcast material, or a magazine article.
- Copy Reader:** Editor who reads and corrects copy and usually writes headlines.
- Correspondent:** Out-of-town or traveling reporter.

- Coverage:** Extent of distribution of publicity or opinion-affecting material.
- Cover Stock:** Sturdy papers used for pamphlet and booklet covers, posters, memo cards, announcement cards and similar purposes.
- Cropping:** Changing the proportions or size of an illustration to eliminate unnecessary or undesirable background or to enable the reproduction to fit into a specific space.
- Crystallization:** Bringing into public consciousness previously vague or sub-conscious attitudes.
- Data line:** Line at start of a story giving point of origin and date.
- Deadline:** Time when story must be completed.
- Debrief:** Originally, to interrogate a serviceman after return from combat area. Now includes interviewing members of an organization or their readings of public attitudes.
- Documentary:** Informational film or television show with a unified subject or purpose.
- External Publication:** A publication issued by an organisation to people outside its own employee or membership groups, such as to customers, the local community, the financial world etc.
- Feature:**
1. A story based more on interest or background than on news,.
  2. The main topic of interest in a story.
- Feed:** Electronic signal sent from the source to other activities.
- File:** Send story by wire or electronic means.
- Filter:** A short bit of copy used in making up the pages of publication to fill small spaces.
- Folder:** A printed piece or four pages. Also a four-page heavy-paper container for other printed materials.
- Folio:** Page number
- Follow-Up:** A broadcast or story that follows a news report; also known as second or third-day story.
- Format:** Size, shape and general make-up of a publication.
- Free-Lance:** An unaffiliated writer, photographer, cameraman, artist or other person who is available on assignment or contract basis.

- Goodwill:** The favourable attitude of other persons or groups toward any person, institution or group.
- Grapevine:** Informal word-of-mouth process of disseminating information or rumours.
- Handout:** Publicity release, especially when it is widely distributed rather than given as an exclusive.
- Head:** Headline or title of a story.
- Hold:** Restrain from publishing or broadcasting until authorization is given.
- Hold for Release:** Material not to be printed or broadcast until a designated time or under specified conditions.
- "Image"** The subconscious impression a person has of an organisation, institution or person. Based on the interaction of all exposures he has had to the subject of the image. A "corporate image" is the supposed impression toward a company held in common by a whole public.
- Input:** Information fed into a data processing system. By extension, information obtained in the process of human considerations.
- Insert:** Printed matter prepared for enclosure with letter. Also, new material inserted into a story already written.
- Internal Communication:** Communication with personnel or membership of a company or organization.
- Interviewer:** A person who asks respondents the questions specified on a questionnaire in an opinion or market survey. Also, a person who seeks information for media use - a newspaper reporter, or a television or radio panel show moderator etc.
- Lead (pronounced "lead")** The beginning of a newspaper story. Also, a tip on a potential story.
- Leaders (pronounced "leders")** Dots used to direct the eye from one part of the copy to another.
- Leaflet:** A printed piece, usually of four pages.
- Live:** Performed or reported now; not recorded.
- Localize:** Make specific references to a locality in a mass-distributed story or broadcast.
- Manual:** A compilation of directions and instructions in book or booklet form.
- Mass Publications:** Periodicals having a wide variety of appeal and a large general circulation.

**Matte:** Dull finish on illustration. Needed to prevent glare from stills on television.

**Media:** Avenues through which public relations messages are transmitted. Common media (singular is "medium") include newspapers, magazines, radio, books, music, paintings, cartoons, posters, leaflets, brochures, speeches, window displays, car cards, trade or business papers, envelope stuffers, calendars, house publication, motion pictures, slide films, television.

**Monitor:**

1. TV receiver used to watch broadcasts or closed-circuit signals.
2. To review a broadcast station's content.

**Newsletter:** A publication in letter-size format, usually issued periodically.

**Network:** Linkup of two or more broadcast stations to carry the same material.

**Opinion:** A person's view on an issue or subject as he articulates it. More conscious than an attitude.

**Plug:** A free and favourable reference.

**Poll:** A survey of the attitudes, opinions, and/or desires of a specific group of people.

**Position Paper:** A document that presents an organized exposition of an organization's position on a given issue. It may be used with the media, with government bodies, or in other ways.

**Presentation:** Offering of a programme or services at a meeting. May involve written materials, graphic displays, films or other materials.

**Prestige:** The reputation and standing of a person, institution or group.

**Presetting:** Sampling techniques in a survey to be confident they are right before setting up the complete survey pattern.

**Prime Time:** Broadcasts hours when the potential audience is largest-usually weekday evenings.

**Programme:** The planned outline of activities for a campaign.

**Promotion:** Special activities designed and intended to create and stimulate.

**Propaganda:** An effort to influence the opinion of others.

**Proposal:** Materials organized to offer plans for a programme to services. A proposal may



be used at a presentation or submitted by mail or hand delivery.

**Proxy:** Written authorization given by a stockholder to someone else to vote his stock.

**Selective Attention:** Singling out particular objects from among many for concentration of the third.

**Selective Reinforcement:** Tendency to pick out of many ideas or messages those that concern an opinion or attitude already held.

**Self-Mailer:** Printed folder prepared for mailing without an envelope.

**Slant:** Emphasis given in a story or programme.

**Split run:** Publication in part of the total circulation of a newspaper or magazine.

**Squib:** A short story in a newspaper or magazine. Sometimes, a short second heading that tells more about a long story.

**"Stunt"** A created event developed by a press agent to evoke publicity.

**Survey:** An analysis of a market or state of opinion among a specified group of persons, groups or institutions.

**Terminal:** A place in a communication system where information can either leave or enter.

**Test Groups:** A group selected for reaction to or use of a product or an idea.

**Text:** The body of any written material-the copy.

**Threshold of Consciousness:** The point at which a given subject passes out of the mass of unperceived subjects into the awareness of the individual.

**Update:** Bring the information in a story up-to-date.

**Visual Display Terminal (VDT):** Displays copy selected from computer memory and allows editing.

**Watermark:** Identification mark left in texture of paper, which can be seen when held up to the light.