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SOME BUSINESS AND POLITICAL COMMUNICATION

POLICIES AND PROCEDURES

DISSERTATION

Presented in Partial Fulfillment of the Requirements for
the Degree Doctor of Philosophy in the Graduate
School of The Ohio State University

By

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The Ohio State University
1961

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# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>1</td>
</tr>
<tr>
<td>II.</td>
<td>9</td>
</tr>
<tr>
<td>III.</td>
<td>30</td>
</tr>
<tr>
<td>IV.</td>
<td>76</td>
</tr>
<tr>
<td>V.</td>
<td>100</td>
</tr>
<tr>
<td>APPENDIX A</td>
<td>106</td>
</tr>
<tr>
<td>Questionnaire Form for Surveying Selected Business Executives about Their Knowledge of Selected Tentative Business Principles</td>
<td></td>
</tr>
</tbody>
</table>

| APPENDIX B | 113 |
| Tabulation of Responses from Sixteen Business Executives of Their Attitude Toward Selected Tentative Business Communication Principles |

| APPENDIX C | 155 |
| Description of Parts of Internal Communication Program for Nationwide Insurance Companies - Recommended May 20, 1955 |

| APPENDIX D | 178 |
| Home Study and Instruction Manual Designed to Increase Skill in Holding Small Group Discussions with Insurance Company Policyholders |

| APPENDIX E | 209 |
| Questionnaire Form for Surveying Random Sample of General Public and Customers to Test Reaction to Institutional Advertising Program |

| BIBLIOGRAPHY | 218 |
## LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Communication Incidents Reported by Employees Which Pleased Someone</td>
<td>49</td>
</tr>
<tr>
<td>2.</td>
<td>Communication Incidents Reported by Employees Which Were of Outstanding Help to Someone</td>
<td>50</td>
</tr>
<tr>
<td>3.</td>
<td>Communication Incidents Reported by Employees Which Irked Someone</td>
<td>51</td>
</tr>
<tr>
<td>4.</td>
<td>Communication Incidents Reported by Employees Which Seriously Upset Someone</td>
<td>52</td>
</tr>
<tr>
<td>5.</td>
<td>Similar Communication Incidents with Different Response Resulting</td>
<td>53</td>
</tr>
<tr>
<td>6.</td>
<td>Total Returns Tabulation</td>
<td>73</td>
</tr>
<tr>
<td>7.</td>
<td>Shift of Opinion Regarding Policyholder's Participation in Company Operations among Those Receiving Advertising</td>
<td>74</td>
</tr>
<tr>
<td>8.</td>
<td>Per Cent of Test Population Voluntarily Mentioning Company Name When Asked If They Knew of Any Company in Which the Views of Policyholders Were Sought by the Company</td>
<td>75</td>
</tr>
</tbody>
</table>
CHAPTER I.

STATEMENT OF THE PROBLEM AND BACKGROUND

Communication as a field of inquiry has been well populated in recent years. This population of researchers has included representatives from sociology, psychology, anthropology, political science, journalism, business administration, education and virtually all other of the human studies. No question is being raised here about the worth of any of these disciplines for communication research. In fact, as long as there is no hard-core body of literature or content which is generally accepted as a base from which to think about or do research about communication, one who is interested in communication must embrace an exploratory program of science and research using information from any field which can possibly contribute to an understanding of the subject.

Communication is defined here as a result or response rather than as an act or a plan of activities. The result of successful communication is that it brings about an anticipated, desired, or predictable receiver response from the communicator's point of view. It makes no difference in terms of this definition whether the communicating act is individual to individual, individual to group, or is a mass communication act.

When we thus define communication as achieving a predictable or desired result from a receiver through the use of symbols which can be manipulated by a communicator, we not only make possible the exclusion of the consideration of the size of the potential receiver audience, and by-pass the necessity of discriminating discreetly against such bizarre
types of communication as brainwashing, but it is also true that the media of communication are of less immediate interest with such a research definition than in some other types of communication research. Our interest here is primarily in attempting to discover if there are basic guides to communicating whatever the content, media, techniques, or skills used to reach the audience.

Questions for investigation

Three basic questions are being investigated in this inquiry:

1. What are the observable problems which are part of communication situations in the fields of business and politics?

2. What are the observable principles which affect communication behavior in business and politics?

3. Can communication programs be developed which illustrate general policies and procedures for communication?

Method of inquiry

The method employed here has been that of a seven-year field study by the researcher while working directly and full-time with business and political communications problems. In employing such a method, no implication of being unaware of the power of hypothesis and deduction for science is intended. It is suggested that all planned communication employs what might be called backward a priori reasoning in which the desired effect is known but the stimulus—that is, the communiqué itself—to achieve that effect is not known.

During the field study, communication activities of a relatively wide nature have been studied for business and politics. These activities
include teaching business and political courses; ghost writing for a variety of purposes and on a variety of subjects; a considerable amount of speaking on the subject of communication; both specific content articles as well as articles about communication; scripting for radio and television; and the creation and planning of public relations programs with various objectives. It includes also the management of face-to-face communication programs, including organizational discussion groups, a multi-state business discussion system, and the creation and training of door-to-door solicitation both for political and commercial purposes.

Several specific communication activities were engaged in during this time:

1. For business.

   - for a magazine publisher, a direct mail and merchandising effort to increase national circulation was planned and conducted.

   - for a national insurance organization, special home study executive training courses in communication were written and published, and a nation-wide system of customer discussion groups was directed and managed.

   - for a management consultant organization, communication training programs were created and conducted.

   - for a national research organization, a program to gain widest possible understanding and use of research reports of the organization was planned, designed and installed.

   - for a large commercial printer, the format, design, content and administrative details of a two million circulation periodical was prepared and put into operation.
2. For special organizations.
   - for a regional fund-raising campaign, the special promotional and communications program by direct mail and face-to-face was planned and provided.
   - for a state-wide trade association, the public, legislative and membership communications program was planned, conducted and managed.
   - for an educational institution, a direct mail solicitation program to increase alumni memberships and contributions was provided.

3. For political organizations.
   - for a local political party, all phases of political campaigns were planned, managed and coordinated.
   - for regional political candidates, all campaigning activities were planned and managed.
   - for a state-wide volunteer political group, the communication as well as the organization activities were planned, conducted and integrated.

The procedure throughout this test period has been to use personally held hypotheses about communication and to test these whenever possible. The test results have been evaluated either by direct quantified measures of results, or using the indirect method of qualified estimates of results. Also, throughout the test period, the tentatively accepted hypotheses reported in other communications research have been used and tested when and as possible.

It is worthwhile here to recognize that "facts of experience" can never compel us to abandon a hypothesis. A man can always sustain his convictions in the face of apparently hostile evidence if he is prepared
to make the necessary assumptions. But although any particular incidents in which a cherished hypothesis appears to be refuted can always be explained away, there must still remain the possibility that a hypothesis will ultimately be abandoned. Otherwise, it is not a genuine hypothesis. For a proposition whose validity we are resolved to maintain in the face of any experience cannot be a hypothesis at all, but is rather a definition.

A conscious effort has been made to avoid the tendency to hold any communication principle as inviolate other than the conviction that the end sought in any communication activity must be morally desirable within the ethical frame of altruistic humanism. There is no universally acceptable way on the researcher's side of the communication act to gauge the success with which this has been done.

Background

Printing made all history simultaneous and created communication which could be endlessly duplicated. Print also made illiterates inferior and gave rise to the new discipline of learning to read. The United States came into being with the growth in mass printing. Changes that followed were in the sense shaped by the printing press; the American nation was influenced to a degree beyond any other area.

Because our country began as a small population-large area nation, the printing press helped predetermine the habits and expectancies of all our communication activities whether spoken, individually written, or graphic. The most important characteristics we established were those of getting information slowly diffused, individually experienced, capable of being rechecked, aimed at persuasion, and information for minority
groups. These communication characteristics created a political and commercial life which could mirror a leisurely formed public opinion.

Today, our country is a large population-small area nation. The printing press is no longer setting the pace for our communication needs and habits. The instantaneous, as well as simultaneous, influence of electronic communication is setting the pattern. Now, we accept our information as being rapidly diffused, received in groups, generally not available for rechecking, and aimed at persuasion and information for the majority groups. This is a new and present revolution in information which is changing all our communication habits and expectancies in groups, personally and in public. That this change is also affecting the rest of the world is obvious - but, again, the influence in the United States seems to be more traumatic as we reluctantly give up our old communication habits by necessity rather than choice. Seemingly, our new political and commercial life should no longer try to reflect public opinion...it should precede and cause that opinion.

The difference is significant as it influences all levels of communication efforts.

The communication habits of our political life demonstrate this change typically and clearly. When one compares the fact that just one hundred years ago Abraham Lincoln, as a presidential candidate, refused to budge from his front porch and law office in the months preceding his first election with the fact that in the 1960 presidential election it took a conscious effort for any resident to avoid seeing and listening to a presidential candidate, the change becomes obvious. Politicians now operate campaigns from the conviction that if they can just get their
"message" to enough people they will win their election. This thinking had its start in politics in 1900 when Bryan in his second campaign against McKinley made more than 600 speeches in 24 states in a little over three months. But the real turning point for the idea that elections can be won by "candidate communication" instead of "canvassing by supporters" occurred just 36 years ago when radio, in 1924, for the first time, carried the voices of the presidential candidates. The "campaign system" built around "candidate communication" was given birth in 1932 by Franklin Roosevelt and James Farley. The "campaign system" built around TV was, at the earliest, a 1952 innovation...and perhaps it wasn't a critical factor until 1960 when there were some 45,500,000 television sets in American homes and 98.7 per cent of our population was within range of a TV station.

The communications habits of our business and organizational life also demonstrate the change that has taken place recently. A fact which points to this change most strikingly is the existence of over 100,000 men and women who either by professional training or self-appointment practice public relations in this country. The sole purpose of this professional coterie is to communicate about business, organizations, individuals and government in such a way that good will is created for those who are paying the practitioner to communicate for them. The number of people thus engaged in this type of full-time pursuit of communicating has increased over 700 per cent in the last ten years. To such an index must also be added the countless thousands who create and conduct personnel training courses aimed at constructing a special communication system, skill, or technique within businesses and other
organizations. Also, we must add the multi-billion dollar advertising industry. After all, the purpose of advertising is to communicate and in order to persuade on behalf of organization or business. When all of this is added together, the size of the attention paid today to the processes of communication is undeniably obvious and dramatic.
CHAPTER II.
REVIEW OF SELECTED AND RELATED LITERATURE

A review of some of the recent general publications in the field of communication may be worthwhile. There is no obvious point of departure.

The 1957 publication by Wayne N. Thompson entitled, Fundamentals of Communication: an Integrated Approach, is an example of a text built around case studies. Here they are used as a point of departure to discuss the various skills which are necessary to adequately perform communication in a myriad of circumstances.

Another type of publication is the 1957 The Harper Handbook of Communication Skills by Babcock. This one is primarily designed for the teacher. The author's approach in this particular work was to demonstrate that the skills of communication flow from the basic assumptions of the communicator. Not only is a discussion conducted about possible advice to be given concerning the various skills that are needed to communicate effectively, but there are sections dealing with the structure of ideas as such. In this particular publication the communication process is approached as a circular one involving both communicator and receiver, but the circular nature is not viewed as a particularly troublesome characteristic.

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Another kind of publication dealing with communication are those intended to stimulate the reader rather than to define the area of communication or deal with it specifically. The English publication entitled *Studies in Communication* by A. J. Ayer and others is a case in point. In this publication, the various contributors were asked to describe what particularly about communications interested them. Chapters of discussions of this point are included by logicians, philosophers, biologists, engineers, mathematicians, economists, artists, linguists, physiologists and others, each concerned with their particular interest on communications as it applies to the system or discipline within which they work. As a general discussion without an attempt to in any way delimit the domain of communication, this publication seems worth the attention of those working in the field.

The number of entire publications from various fields which could be called "interest oriented texts" dealing with communication have also increased dramatically in recent years. In the general area of business communication, one can point to *Human Relations in Business* by Keith Davis. This one is aimed at both businessmen and students and deals with communication not only as it relates to employees and within the horizontal business groups, but also deals with such technical subjects as "General Semantics." Another such publication for business is

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Management-Employee Communication in Action by Zelko and O'Brien. This publication describes the authors' opinion of the part of communication in successful business. It also offers what is called, "A constructive program for improvement." This particular book, according to the authors, is written for the executive at the top level of management, but is a self-improvement book nonetheless. Another of this same type publication but even more specialized, is Written Communication in Business by Robert Shurter. This is a publication written specifically for college students who are taking courses in business writing. Although a part of the book is devoted to a discussion of the principles of business communication, it is by and large a discussion of the problems and skills needed in business letter writing, memoranda writing, report writing and other specific kinds of business written communication. This same type of publication is available also in dealing with business speaking, business conferences, business interviews, and many of the communication situations or activities within the business environment.

A specific example of a kind of ultra-specialized "special interest" publication dealing with an isolated business communication problem, is Communication Through Reports by Paul Douglass. This one gives legal advice on how to be a salesman when giving reports in the business situation, both written and oral.

General publications about political communication have also been increasingly frequent in recent years. One which has bi-partisan endorsement, although written by a former Chairman of the Democratic Party, is *Elm St. Politics* by Stephen A. Mitchell. It is a descriptive challenge to voters in general to become informed so that they can organize and communicate effectively about politics at the smallest political subdivision, the ward or precinct level. Subsequent to this publication, several states have also originated their own political primers containing information on both political organization and communication. One such is *Political Action in South Carolina*; another, *Missouri Practical Politics Handbook*. There are many more. Both of these were published in 1960 and both serve essentially the same purpose as mentioned above. The latter publications originated with the Chamber of Commerce of the states involved and are written primarily from the point of view of the Republican Party. The publications from the Committee on Political Education of the AFL-CIO are of equal illustrative value in demonstrating the point here.

On a more scholarly side and written from a more descriptive point of view, two publications of 1960 demonstrate an important ingredient in


political communication -- that of the cost of communicating: The Costs of Democracy by Alexander Heard\textsuperscript{11} and Money, Politics and Public Reporting by Herbert E. Alexander.\textsuperscript{12} Another modern day basic text which describes the essential ingredients in political communication is the 1953 Politics, Parties and Pressure Groups by V. O. Key.\textsuperscript{13}

In the field of sociology the basic social communication problem has been dramatically articulated by C. Wright Mills in his The Power Elite.\textsuperscript{14} Mills describes the "power elite" as the corporate rich, the war-lord generals and admirals, the White House advisers, and others of this status who know each other well, work together, play together -- but more specifically, make the decisions about international finance, foreign relations and the use of force and counter-force in foreign affairs without hearing from the "publics" in America. He further makes the point that these American "publics" do not debate the issues involved because they aren't even aware of what decisions are being made at the moment. This thesis that America is ruled today by a hidden power which takes from the hands of the individual voter the means of making his own decisions and controlling his own destiny, is primarily the public mass

\begin{itemize}
\item \textsuperscript{12} Herbert E. Alexander, Money, Politics and Public Reporting (Princeton, New Jersey: Citizens' Research Foundation, 1960), 161 pp.
\item \textsuperscript{13} V. O. Key, Politics, Parties and Pressure Groups, 3rd ed. (New York: Thomas Y. Crowell Company, 1953), 411 pp.
\item \textsuperscript{14} C. Wright Mills, The Power Elite (New York: Oxford University Press, 1956), 224 pp.
\end{itemize}
communication problem with which sociology deals. This is not intended as an underestimation of some of the small group sociological problems and their communication parts.

Communication research in sociology has shown interest in trying to determine how opinions are changed or other changes are made within groups. Of interest here is a book edited by Dorwin Cartwright for the Research Center for Group Dynamics at Ann Arbor, entitled *Studies in Social Power*.\(^\text{15}\)

One of the conclusions reached in this publication is that all communications carry some degree of authoritativeness. A companion conclusion to this is that miscellaneous communication (rumors) appear to be more frequently passed on and flourish more generally among persons who most strongly feel that their destinies are controlled by others rather than by themselves. These two conclusions point to the fact that power structure in itself is an important factor in communication. The status or position occupied by a communicator is likely to produce acceptance of a communique even when understanding may not be complete.

Another series of studies in sociology dealing with this same phenomenon are those reported in *Personal Influence* by Elihu Katz and Paul F. Lazarsfeld,\(^\text{16}\) published in 1959. The basic conclusions of this series of studies seem to be:

1. Personal influence appears to be more effective than mass media in getting approval or change of attitude from a group.


2. Mass media communication seems to be more important at the "early information phases" and face-to-face communication more important at the "deliberation and decision" stage of decision making or acceptance of a communique (result).

3. Mass media and face-to-face communication are complementary forces in accomplishing change (result) within a large group.

4. Those who first change their opinion or attitude are more likely to be influenced by mass media. Those who change later are more likely to be influenced by face-to-face communication, probably coming from those who changed first because of the mass media.

Since we are dealing here with communication as a result, there is one other sociological research report of recent origin which should be mentioned. The 1960 publication, The Open and Closed Mind by Milton Rokeach\(^\text{17}\) describes the mind from a sociological point of view into which the normal communication message within today's society must try to be effective. Rokeach divides closed-mindedness into three types:

1. Basic primitive beliefs concerning the nature of physical realities, the social world and self. These are strongly held beliefs with which we feel "everyone agrees."

2. Intermediate beliefs. These are the ones we hold that deal with the nature of positive and negative authority and/or with the beliefs that others have about such authority.

3. Peripheral beliefs. These are the beliefs that we get from what our authorities tell us. The authorities in this case may be synonymous with Mills' "Power Elite" or more local.

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Rokeach asserts that people often try to avoid things which threaten their beliefs or their closed-mindedness. Sometimes this avoidance takes the form of voluntarily allowing what we should believe to be screened by "authorities" which we adopt and trust. These authorities can be either public or private. At the personal level, according to Rokeach, we tend to choose to expose ourselves to the points of view of friends and associates whose views resemble our own. Rokeach concludes, however, asserting that open-mindedness, as the opposite of closed-mindedness, contributes to our becoming much better able to make subtle distinctions and discriminate, for example, between the source and substance in a communique whether a news story or of another type. Thus, according to this researcher, the skill or condition needed sociologically for public evaluation of misinformation or biased information is less likely to develop naturally than is the opposite tendency of the communication indolence of closed-mindedness. This adds another sociological characteristic of serious implication to the communication facts of today's life.

Up to very recently communications research in the field of journalism has most often concerned itself with readership or content analyses.

One of the publications already mentioned makes an assertion which may have provided an interesting point of departure for recent communication research in journalism. Katz and Lazarsfeld make the following statement in their publication Personal Influence:

No longer can mass media research be content with a random sample of disconnected individuals as respondents. Respondents must be studied within the context of the group or groups to which they
belong or which they have 'in mind' - thus which may influence them - in their formation of opinions, attitudes or decisions and in their rejection or acceptance of mass media in influence attempts. 18

Two recent studies will serve to demonstrate the typical conclusions when the Katz and Lazarsfeld criterion is made a part of the research design. These are from the fields of journalism or mass media communication. A study by Connell-MacDonald reported in the Journalism Quarterly in 1956 reports an effort to determine the effect (result) on smoking behavior of newspaper, magazine, radio and television stories about the relationship of smoking to cancer. The conclusions of this study were:

Among non-smokers, the higher the education, the more likely the person was to accept this relationship as proved. For the smokers, however, the higher the education, the less likely they were to accept it. The smokers were also less likely to report having read articles on health and science. 20

Another such study was reported in Social Forces in 1956. This was an investigation by E. A. Wilkening, in which he was attempting to determine from what sources Wisconsin farmers got the information that they used in changing their habits or practices of farming (result). He was interested in where respondents first heard of a new idea, where

18 Katz and Lazarsfeld, op. cit., p. 131.
20 Ibid., p. 323.
they sought information to help them to decide whether to try it or not, and then where they sought information to determine specifically how the trial should be made. He found that although original notification of a new idea was found in the mass media, particularly the printed media, as the individual attempted to make up his mind and put the idea into actual practice, the information he sought for confirmation was either from his friends and neighbors who were also farmers, or from agricultural agencies of one form or another. The evidence of the Wilkening study seems to be overwhelmingly in support of a contention that the greatest role of mass media is that of notification. Although from one study, or even several, with similar conclusions, we would not be fully justified in saying that mass media has little effect on later diffusion of information necessary for causing action.

An adequate summary statement of the present state of communication research in journalism has been made by Wilbur Schramm in his article, "Twenty Years of Journalism Research,"22 when in commenting on this specific subject.

In twenty years, therefore, the study of process and effect has been carried from the stage of literary and philosophical speculation to the stage of laboratory and field research. If it has not yet arrived at the stage of notable theory, we must remember that twenty years is a short time in scholarship.23


Political communication within the frame considered here is at least three dimensional:

One dimension is the campaigning communication done by a candidate either when running for office or keeping the channel open for running for office. The purpose of such communication is to convince the voter that the candidate deserves ballot box support.

A second type is the direct or semi-direct constituent communication between voter and elected office holder about subjects of personal interest to the constituent. This usually takes the form of letters or face-to-face calls.

A third type is official communication in which government as an institution, speaks on behalf of itself of the nation to other governments or to the world or national public as a whole.

Research specifically oriented to the problems of political communication is still in short supply. Three reports are reviewed here, selected to apply to the three types of political communication listed above.

Campaign communication is directly affected by a truth that has face validity and well expressed in their book Voting by Berelson, Lazarsfeld and McPhee. In describing the audience for this kind of communication, they say: "The effective audience for political communication today is a mixture of the minority who have reasons for learning about current political events, and the majority who do not; but who do learn something -- 'because it's there.'"24

A 1956 publication entitled *Professional Public Relations and Political Power* by Stanley Kelley, Jr.\(^{25}\) is a compilation of case studies of the role of the professional communicator as he works to influence public opinion in the political campaign arena. As a summary to these case studies, the author asserted that the centralization of party propaganda tends to reduce the importance of local party and thereby cause a tendency for the professional communicator (public relations man) to gravitate into policy-making positions. The observation was made that the time-honored function of real debate and discussion of the pros and cons of an issue is more and more eliminated as the "star" in politics becomes more and more important in the campaign promotion of a particular candidate. The implication of this conclusion when applied to the assertions of such sociologists as C. Wright Mills becomes apparent.

Political communication at the campaign level has become more of a contest as to who the voting public shall choose as their authority to make decisions for them than what decisions they would like to see made. This change in the content of political communication is significant for any who choose to use his communication techniques, skills, and experience in political campaigning.

In terms of the second type of communication - that between the elected official and the voter directly, an interesting report of recent

origin is *Congressmen and the People They Listen To* by Lewis Anthony Dexter, written at the Center for International Studies at the Massachusetts Institute of Technology. This is an extensive study of the dimensions of the job of United States Congressmen. Included is an analysis of the way in which the congressman makes up his mind on how he shall vote on an issue. Four chapters are of particular interest. One - "The Feed-Back from Constituents, Colleagues and Lobbyists," Another - "What Congressmen Hear: the Mail"; "What Congressmen Hear: Sources Other Than Mail" - and finally, "Lobbyists - Part Myth and Part Reality."

The general conclusion from this investigation is that although mail is the primary source on which the congressman depends to keep in step with his constituency, he is convinced that the voters repeat back to him what he has previously said to them and that in many cases, what the voters attempt to say in their letters is so inscrutable that he doesn't understand or know what they mean. On the issue of communication from representatives of pressure groups (lobbyists), the congressman is convinced that this pressure is by and large ineffectual except to the extent that it contributes new and needed information to him for his consideration. The most active communication affecting political decisions takes place within the membership of Congress itself. In other words, the most important communication is from elected official - or from appointed official (member of an administration) to elected official.

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26 Lewis Anthony Dexter, *Congressmen and the People They Listen To* (Cambridge, Massachusetts: Center for International Studies, Massachusetts Institute of Technology, 1960). (Unpublished.)
The problem of finding an effective way for upward communication to take place from citizen to elected official has yet to be solved, according to this report. Personal experience of the author with elected congressmen and other political officials tends to validate these conclusions.

In terms of the final type of official communication of government speaking as an institution either to other governments or to the public as a whole, the publication in 1959 of Karin Dovring's *Road of Propaganda* probably brings the best discussion of this communication problem to the American reader. The major thesis in this book is that in all societies the goal of political communication (propaganda) is to focus public attention on a "temporary message." Assuming adequate communication skill, whether or not that attention can be focused depends generally on the state of unity of the group to which it is addressed and to whether or not it is addressed to their current or "temporary" interest. The thesis is asserted that a nation comes together in order to survive and tends to dissolve into individuals looking for the best of everything as the problem of survival is solved. Thus, according to this analysis, in political communication of government to government, or government to people, the communicator by necessity must use biased communication (propaganda) in order to take advantage of existing attention and to constantly try to overcome the natural trends against the continuation of political unity.

It is interesting to place another recent statement by an American within the framework of this discussion of political propaganda. In a

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publication entitled *New Frontiers of Knowledge*, in which a symposium of short talks that were broadcast over the Voice of America are published, Walt Disney, who was asked to talk about "Propaganda and New Ideas," has said:

> The truth and the whole revealing truth, even though it may at times seem a fault to be disguised and dissembled! That seems to me to be the purpose and goal of mass communication in the predictable future whatever the broadcasting machinery may be.

It seems improbable that truth in political communication can be found and if found there is a legitimate dilemma about whether it should be communicated. More study of this problem is needed in this country about this country.

Since we are dealing here with communication defined as a result, and result is at least partially controlled within the motivation of the participants of a communication act, some reference should be made to the literature of motivational research. As an integral part of two large communication problems with which the writer has worked, motivational research has been used extensively. In both cases the research organization has been the Institute for Motivational Research of Dr. Ernest Dichter. The techniques and methods used by this organization are at least representative of those which business and industry have endorsed by financial support. The experience dealing directly with this type of research and trying to implement the results causes one to be

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suspicious of the practicality of such findings as they can be when used by communicators.

The 1957 publication Human Motivation: Probability and Meaning by Schreier\(^29\) makes a similar point:

So far as motivation is concerned, we have not discovered any such perfect and universal psychological laws; what we have discovered are only frequency distributions. But, it does not help us much with a specific case if we can only know that normally such and such behavior might occur ... Let us abandon the hope of finding universal laws of motivation.\(^30\)

As long as such mistakes in judgment as the Edsel can be traced to findings of motivational research, there is justification in doubting the practical application of any current knowledge which purports to find a universal common denominator to tap the human energy of motivation.

Dichter himself in The Strategy of Desire\(^31\) uses such phrases as "fear of change" and "the misery of choice" to emphasize the burden of the communication practitioner to implement the findings of the motivational researcher.

Much of the discussion of the use of motivational research centers around the idea that in utilizing irrational or unconscious motives the motivational communicator frustrates rational behavior. This kind of opinion is based on a complete misunderstanding of rationality versus irrationality.\(^32\)


\(^{30}\)Ibid., p. 213.


\(^{32}\)Ibid., p. 62.
Even though this report bypasses the problem of measuring consent as a part of communication, no inference is intended that content is unimportant. Since content exists only in the mind of the communicator and/or respondent, the literature dealing with logic and thinking is of companion interest to that dealing with psychology and motivation. A review of the literature of the classic study of logic would necessitate writing another book on the subject. Two popular volumes from 1956 illustrate some of the recent valuable contributions in this field. Wendell Johnson's *Your Most Enchanted Listener* proposes a method for improving communication, avoiding mental troubles, phobias, frustrations and personality maladjustments by learning to think clearly, ask meaningful questions, observe clearly and draw accurate conclusions and to use these skills while talking frankly and sincerely to oneself. It is an unusual, interesting and meaningful contribution which should be of interest to any communication practitioner.

A similarly popular discussion of thinking is Stuart Chase's *Guide to Straight Thinking*. This one covers the familiar and classic logical fallacies as well as the new one, "guilt by association."

Whatever source is used, it is improbable that a communication specialist can turn from artist to craftsman when dealing with routine communication situations unless he has a working knowledge of formal logic. In particular, it is essential to be able to recognize a logical fallacy when one is created in copy or oral reporting.

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Since brainwashing is a special communication type, a report of the communication research done by the military analyzing this communication type is in order. The report by Biderman\textsuperscript{35} about the communist brainwashing technique in Korea outlines the following as a typical pattern of creating the coercion necessary for winning acceptance of an idea without the mind's consent.

Isolation or semi-isolation from other prisoners or even from guards.

Monopolization of attention to fix the prisoner's attention upon his immediate predicament. This is done by isolation, by complete control over the sights, sounds, and feelings the prisoner experiences, and by prolonged interrogation or forced writing.

Induced debilitation and exhaustion thru semi-starvation, exposure, and exploitation of wounds or diseases that do not present immediate threats to the prisoner's life.

Cultivation of despair and anxiety by threats of death, non-repatriation, punishment as a "war criminal," or of endless isolation. Some threats may be purposely vague, and some may be directed against the prisoner's family. Mysterious changes of treatment, or place of confinement, or in the questioning or interrogation personnel are apparently used to promote worry.

Alternating punishments and rewards by occasional "favors," by promises, and so on.

Demonstration of the "omnipotence" and "omniscience" of the captors.

Degradation, to reduce the prisoner to simple "animal level" concerns, by preventing personal hygiene, by insults and taunts, and denial of privacy.

Enforcement of trivial and absurd demands to develop a habit of compliance.

The report concluded also that torture and physical violence frequently stiffened the resistance of the average prisoner. And, although there are examples of such torture, it is not necessarily an essential part of the brainwashing technique.

There has been much interest since World War II in the use of readability formulas. Much of this interest has stemmed from the assertion that unreadable writing is unnatural writing and that written communication can be improved if people learn to read as they talk. From this assumption, content analyses of the length of words, number of syllables, kinds of words, etc., have resulted in such formulas.

In spite of this interest and the technical implements resulting therefrom, most organizations which have promoted courses in readable writing have found little or no change in the readability of the communication of the organization. This phenomenon is a subject of an interesting recent report by Haney.36 Haney concluded that organization writers do not communicate as individuals but as functioning parts of the organizational whole. They will carefully follow standard procedures so as not to disturb some part of organization, even when readable writing training should convince them that the procedure confuses rather than

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clarifies. In short, the style of communication of the past becomes the model for the style of the present, in spite of even specific technical communication training.

The conclusion that effective communication changes should recognize and deal with the impact of traditional communication habits is an obvious one. The influence of tradition on all phases of communication, as well as readable writing, is no doubt similarly important.

A review of pertinent literature for an investigation of this type should include some philosophical background. The two sources which seem appropriate are highly dissimilar.

Karl Marx describes one objective of communication which is very much a part of our modern world:

The truth, i.e., the reality and power of thought, must be demonstrated in practice. The contest as to the reality or nonreality of a thought which is isolated from practice, is a purely scholastic question ... Philosophers have only interpreted the world in various ways, but the real task is to alter it.37

The other source is the recent publication by a professional public relations man, The Image Merchants, which draws a conclusion which is either strangely contradictory or supplementary to the one from Marx and probably also points to one of the basic communication problems of our day in our country:

Our greatest safeguard against the professional manipulators is doubtless the vast reservoir of indifference, the enormous resistance to changing fixed opinions, which always characterizes the mass of people except in moments of crisis.

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CHAPTER III.

DATA AND ANALYSIS OF BUSINESS COMMUNICATION

This phase of the study began in 1954. It was conducted while actually filling the jobs of Communications Manager and Director of Operations Public Relations, Nationwide Insurance Companies, Columbus, Ohio.

Since the purpose of field study research is to attempt to observe and measure on-going processes and since in this situation we were actually dealing with the realities of business communication, the first attempt was to determine what, if any, principles or processes of business communication could be identified and classified.

A comprehensive survey of the then current literature concerning business communication was made. A total of 199 representative propositional statements of business communication were evolved and classified.

These propositional statements or tentative principles attempted to cover the broad range of inter-personal and official business communications. In 1951, Leon Festinger accepted a grant from the Ford Foundation to undertake a similar propositional inventory. Festinger followed a plan of starting out with a narrowly defined problem and formulating a specific set of propositions that would account for the data within the selected problem area. Unlike Festinger's approach, the effort here was to formulate the processes within the full range of the business communication

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framework. Over 400 such propositional statements were located. The 199 resulted from combining and eliminating duplication. The eight classification categories were suggested by the content of the statements themselves.


Representative Propositional Statements on Business and Industrial Communication

The Communication Message

The quality of communication depends upon the importance of the message.

The communicator who believes in the ultimate values of democracy will invariably reveal the sources of his information and opinion.

What is communicated depends both on the words and the way they are communicated in tones, actions, models, contexts, etc.

The selection of the features of a subject which represent it fairly, clearly, and efficiently is often difficult.

Any idea we receive gets much of its meaning from our relationships with the people who use it.

The communicator should learn to distinguish relevant and important ideas on a subject from those which are merely related.

Time and place of communication are important parts of the meaning of a communiqué and should be carefully selected.

There's likely to be a greater response if the communication directly and specifically states the desired response than if the receiver has to infer it from the facts presented.
Management should not assume that a certain set of facts will or should lead to the same conclusion in the employee's mind that it does in the manager's mind.

A communicator must always be alert to the danger of misrepresenting a subject as a result of his preferences or biases.

Over estimating listener information may cause the communicator to eliminate needed information in his communication.

Other men aren't always convinced by reasons which appeal to us.

The communicator must learn how to make use of context to aid rather than hinder his communications.

Don't share troubles.

The supervisor should learn the technique of giving poor suggestions further study rather than rejecting them summarily.

Give workers information about the purpose and goals of their department, company, and industry so that they can see themselves and their work in perspective.

Superiors should provide subordinates not only with essential information but also with whatever background will help them function intelligently.

Employees most want to know information about their own future and status, or how the company's plans affect them.

People all like to feel they are doing something worthwhile and they like to be told so occasionally.

Management may withhold some information from workers on the theory that sharing too much confidential information tends to weaken control over subordinates.

A company's efficiency at communicating with its employees is often facilitated by convincing the employees that they are associated with a successful enterprise and competent people.

Don't over-glorify the company.

An employee who believes that he is being "sold a bill of goods" will reject the communique regardless of its apparent validity.

The communication of information will not solve conflict where one or more of the participants wants conflict.
The Communication Code (language)

Writing must be "aimed" to known reader - in vocabulary, content, style, length.

Model your business writing on the best speech of working people rather than on the language of the courtroom.

In writing, be specific and make exact statements that leave no doubt.

Dependable evidence shows that a wide and accurate vocabulary, a command of words, is closely linked with personal success.

Words should be as short and familiar as possible while still conveying the precise thought.

The efficiency of communication is facilitated when the communicator avoids words which unnecessarily arouse prejudice.

In writing, avoid hackneyed expressions.

In general, prefer paragraphs and sentences moderate in length.

Deliberate repetition for emphasis is a useful device.

Put the listener-reader in the communication by references he can readily identify.

Parallelism - the principle of expressing parallel ideas in parallel grammatical form - is probably the most important single rule of grammar.

A fundamental rule of written communication for the executive is that you are to let your writing reflect you.

Let your letters express the reciprocal relations of friendliness between two people.

A well-planned letter does not repeat.

A well-planned letter is short, concise, to the point; it does not ramble.

Try to express the whole idea in the first sentence, or at least in the first paragraph of your letters.

Write straight to your reader in simple language fitted to his outlook, attitudes, and interests.

Pictures are often the most meaningful form of representation.
The most direct form of communication is action, or inaction, especially at a critical time.

The open door policy works best when the executive uses it regularly to confer with the men with whom he works.

The voice tone often transmits a message contradictory to the one registered by the words.

Gestures and facial expressions play a big part in direct communications.

Subordinates are especially alert to all physical cues and non-verbal signals.

The subordinate is less likely to know his superior's administrative language than the other way around.

Variety is not only the spice of life, but of communication as well.

The Communication Channel and Media

Management telling can best be accomplished orally through the organizational line.

Without face-to-face communication contact, words are not likely to be mutually understood by the parties to the communication.

Oral statements are usually less carefully worded and planned than written.

It is necessary to supplement the informal day-to-day contacts with other methods of communication.

A communication is influenced by the channel capacity of any person through whom the communication must pass.

Reduction in the number of organizational levels through which information must pass simplifies, speeds, and improves the accuracy of communications.

The distortion that accompanies word-of-mouth communication through several persons often results in misinformation and misunderstanding.

Frequent informal contacts involving candid exchanges of views are important if top management is to clearly interpret the meaning of the material in formal reports.

An order is communicated to provide a solution to a problem. The order giver must make sure that his order is the solution of the problem.
The plan of a letter should be evident through a clear central idea and the proper sequence of ideas.

Letters should be answered promptly, the day received if possible.

Both management and workers ordinarily ask too few questions of each other.

The most important purpose in maintaining effective communication is the accurate and dependable transmission of orders and instruction.

Orders need not include details which are known to be understood by the order taker.

Suggestions or requests will get vastly better results than order or commands to people of initiative and ability.

People who feel that they have taken part or had a say in a decision are much more likely to go along with it enthusiastically.

The participants of a communication conflict need not view the results of disagreement as limited to winning, losing or compromising - both parties can win.

It is easier for the group to change the attitudes of an individual member than for an individual to change that attitude.

The techniques of listening and reflecting are in direct contrast to the techniques of selling employees on a solution.

To get a clear picture of the effects of its communication, top management needs not only reports of assistants but direct reports from employees.

To criticize a subordinate while people from his department are present undermines his authority as well as his morale.

When you criticize, be sure it's the method or the product, not the person or motive, that is questioned.

Damaging rumors are often the result of management's failure to answer pressing questions.

If a communication illicits an undesired response - repeating the communication will not result in a more desirous response.

When mutual trust is present between management and workers, grievances and causes for discipline are rare, and when they do appear, remedies are easily found.
The Communication Receiver and Feedback

A barrier of good business communication is the easy illusion that it already exists.

People are often poor judges of the effectiveness of their own communications.

A person who finds it easy to communicate is not necessarily an effective communicator.

Breakdowns in business communication are seldom corrected by simple remedies.

Communication practice is meaningless without the evaluation necessary to avoid practicing the same mistakes over and over.

We should not infer that failures in communication are intentional.

Some of the basic purposes of a communication can only be implied or inferred by both sender and receiver.

At times of frequent or unusual changes management should exert special effort in analyzing and adjusting to worker needs and reactions.

One of the best ways to find a human communication need is to ask human beings about it.

Two-way business communication should be designed to allow for verification of the response to a communique at each intermediary level.

The listener should guard against listening to only selected communicators.

People feel insecure when they don't know what's going on.

An effective communicator is not necessarily an effective worker or learner, or vice versa.

Frequent and regular communication will create the feeling of pride in being relatively well informed.

Frequent and regular communication will reduce grievances among the members of a work group.

Frequent and regular communication will decrease the quantity of misinformation among the members of a work group.

Frequent and regular communication among and within work groups will lessen fear and suspicion among and within those groups.
Often the motivation behind a criticism is the personal fear of the critic.

The acts of dominating (that is, being the boss) or being dominated (as a subordinate) tends to set up emotional strains within and among people which are communication barriers.

Management should not be disturbed by normal "gripping" among all employees.

It is unwise to be quick in placing fault for a failure of communication.

Too much worker communication is evaluated by management in too much of a hurry.

Most business communication failures cannot profitably be evaluated in terms of aesthetics.

It is a mistake to assume that communication is something essentially logical.

If people don't or can't pay attention to a communication it will be ineffective.

Communication Skills and Motivation

Employees differ greatly in their knowledge of and interest in communication.

The temptation to preoccupy ourselves with the outward symbols and gadgetry of communication is so strong that we can mistake them for the entire process.

The ultimate goal of training and policy is to make good communication a fixed habit.

The skilled communicator is the man who has sufficient knowledge of the available tools to select and use those which will accomplish his purpose.

A communicator in a democratic society will acknowledge and will respect diversity of argument and opinion.

Training for the improvement of communication should include study of general principles as well as specific types of activity.

The attitude of a communicator toward his own communication ability may influence its effectiveness.

Communication can be improved as we learn more about it.
Communication skills and knowledges are valuable only to the extent that they are used.

The individual communicator has the responsibility to use his communication skills and behaviors fairly and efficiently, whether he is management or worker.

Effective communication is facilitated through maintaining a willing communication climate even when it is not possible to communicate.

The skill of communicating is more than the merging of the skills of reading, writing, speaking, listening, action and reacting.

The Golden Rule of Christianity and business communication is the same.

The effectiveness of communication is increased when the communicator demonstrates an apparent interest in being honest and fair.

Training in communication should increase the awareness of the communicator to the reactions of other people to his communiques.

A good communicator has learned to consider the influence of his communiqué before he communicates - he is considerate of the feelings of others.

Proximity of speaker and listener lend to directness and attention.

An effective communicator has learned to delay and reconsider his impulsive response when in a delicate or unpleasant communication situation.

Listening should be used to prevent as well as solve conflicts.

The great gap in communication is the gap in background, experience, and motivations between ourselves and those with whom we would communicate.

Some program of self-expression while at work is needed to counteract the boring effects of technology.

Oral communicators should seek to overcome distractions in the environment.

The good communicator finds much to commend, even in ideas he knows at the outset he is bound to refuse.

The development of social interests and habits aids communication efficiency.

People tend to seek and accept communiques they agree with, to avoid and reject those they don't agree with.
Communication from Management Down

The higher the management level the greater the number of communication problems which one can expect.

Normally the communication activity of the company is patterned after the communication habits of the company management.

Management must expect that normally employees will assume that the communication of management is in its own self-interest.

Only top management can create that much talked-about "communications atmosphere."

Communication should only be undertaken with the intent to create an effect on listeners.

Ordinarily staff people have greater motivation to communicate because they realize that their success is more dependent upon "selling."

The supervisor must demonstrate his desire to be an effective communicator by everything he says and everything he does.

Even though management may appreciate the need for effective communication, it may not translate this need into action.

Conventional social ego is a top management communication barrier.

Management should maintain a research attitude toward communication.

The supervisor is the communicator and the voice of management. He has the principal responsibility for improving communication.

Supervisors must feel that they are taken into the confidence of the top executives and middle management.

Top management needs to make better provisions for the downward communication of middle management.

Management must learn the technique of downward communication without talking down to employees.

The understanding of the reasons behind behavior results in an attitude which promotes the efficiency of the supervisor.

It is essential for the supervisor to communicate to the employee that he considers him a very distinct individual with personal rights and interests.

The executive's first step in acquiring competence in face-to-face contacts is to be aware of the difficulty his subordinates have in accepting his approaches easily.
It is the responsibility of management to read upward communications as well as issue downward communications.

Most management people expect their subordinates to keep them informed.

One of the strongest deterrents to communication up is the failure of management to act on undesirable conditions previously brought to its attention.

Management shouldn't ignore unsavory situations its employees know about.

Management, in giving orders, should try to give advance notice that an order is coming.

Management should not communicate an order unless there is a probability that it will be carried out.

Management orders about work are ordinarily clear and effective.

Line managers are often lulled into poor communication by the fact that they can order an action without first gaining acceptance of it.

Communication from Employees Up

There is a surprisingly high degree of inaccuracy in the information flowing upward.

More effort is ordinarily required for effective communication upward than downward.

Wherever possible, communications should move step by step upward through the organisation.

To be effective, communication must flow upward until it reaches that person who can take action.

Personal attention in communication is gratifying to the receiver.

When employees do not trust supervisors, misunderstandings in great numbers are created.

Before employees will accept management "facts," they must first have over-all confidence in the motives and sincerity of management.

Employees may react negatively to management's communication as an inherent result of being management's captive audience.

If workers do not get a chance to react to what their supervisor does and says they will react to someone else and/or something else.
Each employee is entitled to misunderstand, to object, to question a communication - and to receive proper explanation.

Workers have a responsibility to read everything which management issues.

Methods and channels of communication provided by management which are not effective are not used.

An employee cannot easily or effectively communicate criticism of his supervisor to his supervisor.

Good upward communication includes those things subordinates want management to know as well as those things which management wants to know.

The greater the opportunities for upward communication, the greater the encouragement for the employee to communicate.

The worker's respect for downward communication channels is influenced by the extent to which the supervisor receives and transmits information before the subordinate gets it elsewhere.

People should be expected to communicate up to the boss more than he will hear anyway from the "wrong person."

Subordinates should find the middle ground and report bad as well as good news if they are to maintain the support of superiors.

It is frustrating to the employee when he does not get a chance to express his ideas.

Grievances which have been communicated and no action taken, grow in size and importance in the communicator's mind.

Upward communication is never highly effective if it appears to be "upward" communication.

Workers should have the opportunity to communicate upward while remaining anonymous.

Often employees are afraid to communicate for fear they will "lose face" because of their lack of communication skill.

It is through informal social groupings that men find individual expression in an organization.

The better educated the worker, the more he values and expects effective communication.
Communication Control in Business and Industry

If the communications program is to be effective, it must have the blessing, encouragement, and cooperation of the front office.

The aims of a communication's program should be formulated and stated.

A written record should be kept of all important statements of policy.

The first task of organization is to describe communication relationships which, when used, give direction to the organization.

Planning for communication includes the consideration of more than one method of transmitting the communication.

A company communication program should use many techniques, methods, and channels since no one communication technique will meet all needs.

Regularizing constructive communication practices aids creation of a healthy communication environment.

Communication should be the delegated responsibility of someone who will evaluate the efficiency with which all levels of the company carry out the company's communication policies.

It takes time to build communication effectiveness; it is not a one shot deal.

Communication problems are aggravated by additional organizational levels.

When management does not send its communication through the channels of authority it reduces the prestige of the persons by-passed.

Business problems are more efficiently solved at the lowest possible organizational level if there is permissive cross-communication and other liberal communication policies.

An organization structure with too broad a span of control does not help good communication.

Communication responsibilities and problems differ from position to position.

Staff becomes more important in communication as business grows in size.
When there is a restriction on the use of a communication medium, that restriction is a barrier even when the medium is being used correctly.

The companies' communication effort should maximize personal contact between management and employee.

It is in the day-to-day administration of the business that management tends to become particularly careless in management-initiated communication.

The effectiveness of much business communication is increased when the position and/or status of the communicator is relatively high.

A subordinate's frankness is to a large extent within his superior's control.

The companies' communication program should provide formal or implied procedures through which an employee exercises his right to redress for real or imaginary wrongs.

Neither the facilities available nor the rewards offered to the subordinate for upward communication equal those for messages downward.

When persons of unequal organizational authority are equally responsible for a particular project, they should receive equal communication at the same time.

To be most effective the timing of a management communication should be such that it is released internally before externally.

It is the duty of management to find a way of communication in which it can retain its authority and responsibility and still attain the maximum benefit of participation in the solution of its business problems.

In 1955 these statements were constructed into two parallel judgment scales in which a communication situation was described and a multiple-choice response was solicited. Of the five choices provided, one repeated a communication principle from the above list. This scale was written, administered and reported as a Ph. D. dissertation, "A Study of the Attitudes of Industrial Management Personnel Toward Communication," by
Dwight L. Freshley. The test was administered to a representative group of business supervisors from various levels and organization. Although the test did not discriminate in terms of the size of the company, the level of management, age level of respondent, years of management experience, or number of people supervised, it did re-establish the empirical hypothesis that principles of business management could be systematically selected as illustrating communication situations and problems by informed, trained or knowledgeable individuals.

Prior to the Freshley study, however, the 199 propositional statements were formed into an open-ended questionnaire including 37 statements about communication and sent to 22 personally known executives whose jobs involved working with their company's communication program (see Appendix A for questionnaire form).

The purpose of this step was to attempt a determination of the level of knowledge or awareness of the then current assertions about business communication. The potential respondents were asked to read the statements made and write any reaction that they might have. Included in the questionnaire was one internally inconsistent item (Item 2 of the Section, "Business Characteristics of a Company Communication Program"). Sixteen respondents located and commented about this inconsistency. This was used as a readership test in tabulating the replies (see Appendix B for tabulation).

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The results of this questionnaire demonstrated that business executives involved with communication programs and policies not only knew the currently published principles but were willing and able to view and react to them in terms of their own needs.

Since the investigation to this point had involved the attitudes and knowledges of management in its role of communicator, an effort was made to develop the same type of information from the employee's point of view as the receiver. The technique used was that of soliciting descriptions of critical communication incidents which were classified by the respondent in terms of the receiver's reaction. The form used to collect these critical incidents of communication is included here.
CRITICAL COMMUNICATION INCIDENT INTERVIEW SHEET

Think of the last time you saw or heard a boss communicate to someone (perhaps you) in a manner that:

- Seriously upset someone
- Irked someone
- Pleased someone
- Was of outstanding help to someone

1. What were the general circumstances leading up to the communication incident?

2. Exactly what did the boss say, write or do that caused the reaction?

3. Why did the communication please or irk the person so much?

4. When (how long ago) did this happen?

5. What was the boss's job?
   The other person's?

6. How long had the boss been a boss?
The questionnaire was distributed by personnel managers to 200 randomly selected employees of Nationwide Insurance. The offices used were in four states. A total of 173 usable responses were received. Of this number, 67 reported incidents which pleased someone, 31 reported incidents of outstanding help, 49 incidents which irked and 26 incidents which seriously upset an employee. A content analysis of the type of incidents reported according to each response is tabulated in Tables 1, 2, 3 and 4.

The analysis also provided a way of comparing opposite responses to the same communication situation with the response being dependent upon the way the communication was done. For example, when a new and unpopular decision was announced using the communication approach of "Laying the Cards on the Table," the general reaction was of being pleased or feeling that it was of outstanding help. When such a decision was announced without explanation, however, the reverse response was reported. A tabulation of this comparison is included here as Table 5.

The general conclusions of the content analysis of this survey can be tabulated as follows:

1. Oral communications far outnumber written communications reported as critical incidents.

2. In the "irk" or "upset someone" critical instances, over 50% of them were "neglected to communicate" or "communicate too little."

3. When major categories emerged from content analysis in the "pleasing and helpful" categories opposites appeared in the "irked" or "upset" categories.

4. Personal and tactful were the two most frequent descriptions appearing in the favorable categories.
5. A private compliment on a good job appeared as often as did a public compliment.

6. Complimenting on a good job ranked first in the "pleased someone" category, accounting for 34% of this category.

7. Tactless reprimands ranked first in the "irked someone" category within which public criticism was a major factor.

One final result of this survey which differed from the Freshley Study is that a difference in the number of years of experience of a supervisor as a supervisor could be significantly correlated with whether the communication incident reported pleased or irked someone. The more years of experience the less likely to upset the employee because of poor communication. Using the t test for unrelated measures and comparing the years of experience of the 58 superiors who pleased an employee with the 58 who irked an employee, a difference of 2.19 was found, which is significant at the 2% level of confidence.
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<th></th>
<th>Public Written</th>
<th>Public Oral</th>
<th>Private Written</th>
<th>Private Oral</th>
<th>Total</th>
<th>Per Cent</th>
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<tr>
<td>Compliment on a good job</td>
<td>2</td>
<td>7</td>
<td>1</td>
<td>11</td>
<td>23</td>
<td>34</td>
</tr>
<tr>
<td>Reward, Promotion, Money, etc.</td>
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<td>2</td>
<td>1</td>
<td>5</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>Personal Discussion of an Individual's Work Problem</td>
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<td>10</td>
<td>12</td>
<td>18</td>
<td></td>
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<tr>
<td>Personal Assistance in understanding the job</td>
<td>7</td>
<td>7</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approach an unpopular or new policy by &quot;Laying the cards on the table&quot;</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>8</td>
<td>12</td>
<td></td>
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<tr>
<td>Acted human, relaxed and cooperative, in personal relationships</td>
<td>5</td>
<td>5</td>
<td>8</td>
<td></td>
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<td>Backed up employee's decision</td>
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<td>1</td>
<td>2</td>
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<td>Per Cent</td>
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<td>Helpful discussion of a problem</td>
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<td>Discussion of job requirements and purposes</td>
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<td>Approached a new or unpopular policy by &quot;laying the cards on the table&quot;</td>
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<td>6</td>
<td></td>
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<tr>
<td>Support employee position</td>
<td>2</td>
<td>6</td>
<td></td>
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<tr>
<td>Admit error</td>
<td>2</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Used clarity and detail</td>
<td>2</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Appeared human, cooperative, relaxed in personal relationship</td>
<td>3</td>
<td>10</td>
<td></td>
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<tr>
<td>Unclassified</td>
<td>1</td>
<td>3</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>31</strong></td>
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<tr>
<td>Incident</td>
<td>Total</td>
<td>Per Cent</td>
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<td>-------------------------------------------------------------------------</td>
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<tr>
<td>Tactless reprimand</td>
<td>12</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unpopular or new policy with no explanation</td>
<td>9</td>
<td>19</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Lack of or poor communication to individuals concerned with a decision</td>
<td>8</td>
<td>16</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Lack of or poor communication to individuals as to the nature and purpose of the work to be done</td>
<td>8</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Allows no discussion of an unpopular decision</td>
<td>4</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discuss confidential information</td>
<td>4</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not compliment good work</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A command when a request would be in order</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not trusting subordinate to relay message</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unclassified</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td>49</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issue</td>
<td>Total</td>
<td>Per Cent</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>----------------------------------------------------------------------</td>
<td>-------</td>
<td>----------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No explanation or poor explanation of an unpopular or new policy</td>
<td>6</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tactless reprimand</td>
<td>7</td>
<td>28</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Failed to indicate the purpose and procedure of the job</td>
<td>3</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discussed material that should have remained confidential</td>
<td>2</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of specific detail</td>
<td>2</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Made no effort to communicate when the situation called for it</td>
<td>3</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unclassified</td>
<td>3</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>26</strong></td>
<td><strong>100</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scenario</td>
<td>Outstanding Help</td>
<td>Pleased Someone</td>
<td>Irked Someone</td>
<td>Upset Someone</td>
<td></td>
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<tr>
<td>-------------------------------------------------------------------------</td>
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<td>----------------</td>
<td>---------------</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>A new or unpopular decision approached by &quot;laying the cards on the table&quot;</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>New or unpopular decision with no explanation</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal assistance in understanding and correcting a job (includes criticism)</td>
<td>11</td>
<td>7</td>
<td>8</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal discussion of a work or personal problem (example: those who did not get the promotion)</td>
<td>5</td>
<td>12</td>
<td>8</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TABLE 5
SIMILAR COMMUNICATION INCIDENTS WITH DIFFERENT RESPONSE RESULTING
From the base of these three investigations the creation of the communication policies for the employer company could be attempted. Policy is defined here as essentially a principle or group of related principles with their consequent rules of action. The purpose of policy within a business organization is to condition and govern the successful achievement of the business objectives toward which they are directed.

If policies proceed from principle rather than from objective the tendency is almost inescapable for them to reflect the values of the culture rather than isolated values of a closed organization.

An illustration of this point can be found in comparing the policy statements of two dissimilar organizations. The Nationwide Insurance Companies are historically a part of the cooperative philosophy. The Lincoln Electric Company is historically a part of the private enterprise competitive philosophy.

The principles and objectives of Nationwide Insurance⁴² are:

**Principles**

1. People have within their own hands the tools to fashion their own destiny.

2. People believe that through the American way of life they can work together to encourage wider ownership of economic activities. In this way they believe they can develop an economy of abundance which will provide a maximum of security and freedom.

**Objectives**

Motivated by such principles, Nationwide Insurance has adopted the following objectives as the official guide for the

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administration and operation of the Companies:

1. To develop and maintain financially sound Insurance Companies which provide high quality insurance services at the lowest possible cost, and to do this insofar as possible through the cooperation with and the sponsorship of groups of people joined together for their mutual effort and benefit.

2. To further insurance practices which are fair and equitable to the Companies' policyholders, agents and employees, and to the public.

3. To encourage policyholders' participation in the activities of their Insurance Companies.

4. To foster the welfare of policyholders by participating in activities which aid in the stabilization of the national economy, thus helping, for example:
   - To keep insurance in force.
   - To maintain the purchasing power of the insurance dollar.
   - To protect the value of insurance investments.

The objectives of Lincoln Electric Company are not as well formalized but a policy statement which illustrates the point here is:

The goal of the organization must be this--to make a better and better product to be sold at a lower and lower price. Profit cannot be the goal. Profit must be a by-product. This is state of mind and philosophy. Actually, an organization doing this job as it can be done will make large profits, which must be properly divided between user, worker, and stockholder. This takes ability and character.43

In a business activity as highly diversified as communication any attempt to construct a communication program without first identifying the principles and writing and getting agreement on the resultant policies would seem to be at least disorganized.

The communication program for a business needs policies which recognize the different publics with which any company must communicate: the internal public, consisting of employees and management; the middle public, consisting of stockholders, customers, suppliers; and the external public, consisting of prospects and the general public. These publics can, of course, be further subdivided if the communication purpose so dictates.

Internal Public

Proceeding from the above efforts to identify communication principles and the conviction that communication policies are the essential base of an effective program, the communication policies for the internal public at Nationwide Insurance were written and adopted. Those general internal communication policies are included here.

Internal communication exists when all communicate.

Since no employee should be ignored on any matter which he feels is adverse to his interest and well-being, and since he should be free - and understand he is free - to talk to his superiors on any such matter, and since he should have the opportunity to communicate such feelings while remaining anonymous - if he so chooses; it is, therefore, a general communication policy that there be provided such internal communication channels and atmosphere both within and apart from the formal organizational relationships, and that there will be no discrimination against employees for exercising their rights in the matter of free discussion of their interest.
Responsibility for internal communication.

Internal communication should be the delegated responsibility of someone who will evaluate the efficiency with which all levels of the company carry out the company's internal communication policies. Furthermore, if an internal communication program is to be effective, it must have the blessing, encouragement, and cooperation of the front office. Accordingly, it is a general internal communication policy that the evaluation of the efficiency of internal communication efforts should be the specific delegated responsibility of a top executive, and that this person will be further responsible for causing each management decision to be accompanied with a plan of communicating that decision.

Use of "organizational channels" for internal communication.

When management does not send its internal communication through the channels of authority it reduces the prestige of the person by-passed. It is a general internal communication policy that the basic internal communication mode is through the formal organizational relationships and that the mass communication instruments are supplementary and complementary media. Important information is to be primarily communicated by using the authority relationships as the channel.

Each internal communication effort must be effective.

It is a mistake to assume that communication is something essentially logical. To understand why people tend to seek and accept communiqués they agree with and to avoid and reject those they don't agree with, one must understand the emotional characteristics of effective communication.
It is a general internal communication policy that each communiqué must include the emotional and personal persuasive qualities necessary for that communiqué to win its own acceptance. The use of rhetoric, the art of discovering and using the available means of persuasion, in internal communication must be ethically as well as legally responsible.

Communication assistance for top management.

Since the effectiveness of much business communication is increased when the position and/or status of the communicator is relatively high, and since normally the communication activity of the company is patterned after the communication habits of the company management; it is a general communication policy to provide maximum professional assistance to individual top management members in their communication efforts.

Use of "professional" communicators.

It is in the day-to-day administration of the business that management tends to become particularly careless in management-initiated internal communication; also the efficiency of all communication is facilitated when the communicator avoids words which unnecessarily arouse prejudice. It is therefore a general internal communication policy to use the services of the professional communication specialists of these companies whenever it is desired to communicate with employees and/or agents en masse.

How to talk about ourselves.

An employee who believes that he is being "sold a bill of goods" will reject the communiqué regardless of its apparent validity, and many employees may react negatively to a management communication as
an inherent result of being management's captive audience. Furthermore, before employees will accept management "facts," they must first have over-all confidence in the motives and sincerity of management. It is, therefore, a general communication policy to "speak softly" about the companies' achievements, history and principles - but to speak about such as often and in as many different ways - as possible, and to always act in terms of such.

Keeping ourselves informed about ourselves.

Since to be most effective the timing of a management communication should be such that it is released internally before externally, it is a general communication policy that the communication of information about products, policies, programs, etc., which even though basically designed for an external public, be included in a program of internal communication which precedes the external release of the information.

After the communication policies for a particular business public have been determined and adopted, then a communication program can be devised within the policy to accomplish specific or general objectives. Proceeding from policy the major parts of a single company communication cycle, whatever the purpose, were classified. These parts include:

<table>
<thead>
<tr>
<th>Source</th>
<th>Channel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td>Noise</td>
</tr>
<tr>
<td>Language (code)</td>
<td>Receiver</td>
</tr>
</tbody>
</table>

Under these broad heads one can further classify the communication activities and elements of the organization for which the organized communication program is being planned. Some examples of communication
activities and elements classified within this scheme are as follows:

**Source and Receiver includes:**

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</tbody>
</table>

(The source and receiver are not uniquely different but depend, for classification, on the direction of communication flow.)

**Content includes:**

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</table>

**Language includes:**

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</tr>
</tbody>
</table>

**Channel includes:**

Noise includes: (These are the conscious and unconscious barriers to communication.)

1. Physical distance
2. Psychic distance
3. Organizational distance
4. Semantic distortions
5. Organizational complexity
6. Organizational bottlenecking
7. Union parallelism
8. Communicator's transmitting ability
   a. Speaking
   b. Writing
   c. Acting
9. Communicant's receiving ability
   a. Listening
   b. Reading
   c. Reacting
10. Differences in feelings, motives, attitudes and interests
11. Company policies
12. Difficulty of supervisor's role
13. Omission of 'Roger' (feedback)
14. Individual's "will to misunderstand"
15. Desire to avoid criticism
16. Existence of a "grapevine"
17. Others

From the point of departure of the general internal communication policies and a comprehensive check list of the parts of a business communication program within the specific communication situation of the employer company, an internal communication program could be devised. Nationwide Insurance Companies, like most other large organizations, was not devoid of communication activities and although the situation could be improved, it was certainly not the victim of the company communication breakdown internally.

The specific communication situation within the company with which an organized program could deal was described.
1. There was no company-wide coordinated internal communication effort which recognized the decentralized nature of the business.

2. The communicable elements of the management desired company character and personality had not been adequately defined.

3. There was a need for more effective and organized use of internal communication media.

4. There was a need for a top management official to become an effective communications spokesman to the employee group as a whole.

5. There was a need to recognize the widespread ineffectiveness of using communications techniques and skills among the various departments and executives of the company.

6. There was a need to provide a more sufficient opportunity among top executives for informal day-to-day relations to facilitate close communication.

At about the same time that these communication needs were identified and formalized and before a communication program to meet the needs was created, William H. Whyte, Jr.'s, *The Organization Man* was published. The major characteristic of business life about which Whyte was commenting was the move within the area of businessmen motivation away from the concept of individual enterprise toward a collective bureaucratic life involving both managers and the managed. Whyte seemed to say that the difference can be described as that between the Protestant Ethic and the Social Ethic. In one type of program the primary emphasis is on work and on competition; in the other, on managing others' work and on cooperation.

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This trend within the business culture seemed to be as true for Nationwide Insurance as within the organization used by Whyte for illustration. Whether the trend represents a "good or bad" influence for either individuals or business organizations is of less importance here than the fact of its existence. Such a trend cannot help but develop communication expectancies within both management and employees which an internal communication program should recognize.

One other communication phenomenon was of special importance within the employer company at this time. Because of several major changes within the company, including changing the name of the organization, the existence of grapevine rumors among the employees was especially frequent. A study of the time, by Keith Davis of Ohio State University, had concluded that grapevine rumor channels exist within any organized business structure, and that these informal channels handle both official and unofficial information with equal facility, reliability and believability to the members of the channel. The internal communication program created for Nationwide needed to be practical enough to recognize the reality of grapevine rumors within the environment. The Davis study provided some evidence that the situation was not temporary. It is interesting to note that a recent study by Mauk Mulder goes beyond the Davis study in suggesting that in business people tend to develop

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45 Keith Davis, "Channels of Personnel Communication Within the Management Group" (Unpublished Ph. D. dissertation, Department of Business Organization, Ohio State University, 1952), 203 pp.

"informational decision structures" of their own which integrates information, solves problems and passes along results. He concluded that such structures tend to emerge no matter what the formal organization structure might be.

Within this environment the internal communication program recommended and implemented at Nationwide Insurance Companies included thirteen steps. (Appendix C is a detailed description of each of these parts.)

1. The approved communication policies were communicated and explained at a communication workshop for top management.

2. An assignment of specific responsibility for internal communication was made at the top management level.

3. An employee internal communication handbook was produced.

4. A program was established whereby there is a continuous review of company methods and procedures to determine adherence to the internal communication policies and the general standards of effective internal communication.

5. An organizational unit was established to produce and maintain audio-visual aids and other special communication devices.

6. A program was established to communicate the company story to agents and employees.

7. A program was established to effect the editorial coordination of all company periodicals.

8. A program was established to coordinate and integrate internal communication training.

9. A program was established to evaluate and assist with the management of the companies' meetings.
10. A program was established whereby company top executives had made available to them speech writing and speaker training services.

11. A program was established whereby company management and employees could get actual speaking experience.

12. A bulletin board program was organized and maintained.

13. A program of internal meetings was established to facilitate informal lateral communication among top executives.

A final evaluation of the results of this program was not made while the author was still employed with the company. A progress report two years after its implementation outlined some of the results.

1. An improvement of morale within the employee and agency forces.

2. A wider appreciation among employees of management problems and help in solving these problems.

3. A greater understanding of the philosophy of the companies, both as a business and social force.

4. An increase in the incidence and speed with which problems were communicated upward.

5. Some evidence of an increase in the willingness to accept management directives and decisions.

6. A lessening of the status gap within the business between management and operative employees.

It can be asserted that a specific communication program is successful or unsuccessful in terms of achieving a desired result or response because of the way it is implemented more often than because it has been a right communication decision. This is the historic argument of many military historians who conclude that wars are won in spite of wrong decisions.
Such an assertion about communication presents a dilemma in a field study because the final evaluation must be whether the program worked or did not work. The one described here was successful if its continued existence can be used as evidence.

It is the conviction of the author that success of this and other communication programs described herein is at least as much a function of starting from principle and policy and the enthusiastic or willing implementation.

Middle Public

The communication policy of Nationwide Insurance Companies in relation to their middle public, policyholders, is historically stated as a part of the principles and objectives. By combining the second principle with the third objective the policy is most clearly stated:

**Principle:**
People believe that through the American way of life they can work together to encourage wider ownership of economic activities. In this way they believe they can develop an economy of abundance which will provide a maximum of security and freedom.

**Objective:**
To encourage policyholders' participation in the activities of their Insurance Companies.

The communication program to accomplish this objective is also a historical part of the company. When the organization was a part of the Farm Bureau Federation, a program of membership discussion groups had been established to provide an opportunity for each member to express a view in the affairs of the organization. This same system had become a part of the insurance companies' relationship with its policyholders.
Although this direct participation program had been created in the early 1930's, it still provided in 1955 the best sociological approach to the problem of communication in large groups. David Reisman's, The Lonely Crowd, is addressed specifically to the sociological problem of individuals finding ways to participate in a mass society and ways to convince themselves that such participation "makes a difference."

In terms of the principle, policy and history of the company the most desirable communication effort for the middle public appeared to be that of attempting to increase the effectiveness of the small group discussion program.

Through a series of interviews and conferences with company personnel responsible for conducting small group discussions, the basic problem emerged as a fear of "losing face" or making a mistake in conducting such a meeting. To solve this problem a detailed manual was prepared (see Appendix D) which, along with an introductory film strip, provided a formal framework for such meetings and protected the discussion leader from the usual mistakes of judgment and/or behavior.

This home-study training program dealing with a specific communication skill resulted in the number of meetings being doubled and an expressed satisfaction on the part of policyholders involved with their "feeling of participating" in the affairs of the company.

A specific index of the value of this communication effort was the increase in the number of worthwhile suggestions coming from policyholders as a result of the discussion groups. The year preceding the

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institution of the training program a total of 537 suggestions were received. After the training program, this number was almost tripled, to 1,682.

Both the training program and the general form of the discussion groups and the reporting system are still being conducted within the companies.

External Public

The communication policy which affects any company's external communication program (advertising) proceeds from the assumption that people act when they know about and believe that the company's product is desirable because of price, quality, design or some other feature. Thus, external communication programs are usually aimed at finding maximum exposure for a message about a given product's "difference."

Most large companies also believe that when their name is established as respected and trusted that people tend to do business with them. Some advertising, therefore, is aimed at communicating a desirable institutional image. The advertising industry today is an $11 billion activity. The amount of this money which is spent for institutional advertising is estimated at $900 million annually. About one-half of this amount is probably for publicity and the other half for institutional advertising.

Nationwide Insurance Companies conducted both product and institutional advertising at the time of this study. An effort was made to determine what effect a relatively intense program of institutional advertising would have on the attitudes and motivations of the external public.

An institutional advertising program was created and conducted to test an approach to the problem of external communication. Twelve
thousand-line ads were prepared, each describing and illustrating a corporate principle. These ads were printed in all major daily newspapers in a selected area of New York State in 1955 and 1956. A randomly selected sample of 2000 policyholders and general public was administered a pre-test and post-test (see Appendix E) to sample the level of information and opinion on the subjects involved. The test form was accompanied by an addressed, stamped, return envelope and a new one-dollar bill to prejudice the receiver to respond. A total of 1,453 usable replies were received for the pre-test and 1,275 (Table 6) were received for the post-test. Part of the population was mailed reprints of the advertisements throughout the test period to supplement the exposure through newspapers.

The general conclusions of this test included:

1. The advertising campaign did not succeed in convincing the public that they could change their standard of living by becoming more actively involved in the management of the companies with which they do business.

2. The campaign did succeed in convincing members of the external public that it is important for an insurance company to provide policyholders with an opportunity to participate in the companies' operation. (See Table 7.)

3. The campaign did not succeed in convincing the external public that an insurance company should go beyond normal insurance activities in trying to help raise the standard of living nationally and internationally.

4. The campaign did not succeed in significantly changing the ratio of those in the external public who knew of the company name and what it stood for.
5. The campaign did succeed in increasing the ratio within the general public of those who knew Nationwide's "difference" of providing a policyholder participation program. (See Table 8.)

As a result of this experiment, an advertising program was created so that all advertising included both product and corporate image or institution content. Since this decision, no equally intensive evaluation of shift in respondent attitudes or knowledge has been made. As has been observed elsewhere, the evidence here allows the assumption that the closed mind of the average receiver on such miscellaneous subjects as the worthwhileness of an individual company's philosophy is difficult to improve through mass media.

The existence of multiple messages almost to the point of saturation in the external communication environment is part of the difficulty of designing external communication efforts which have a significant result. This fact has been recently commented upon by the advertising profession in an article in the New York Times

which asserted that distortions are often read into copy rather than being written into copy. One incident quoted had been reported by Dr. Saul Ben-Zeev before the Illinois Psychological Association who described a reaction to the headline, "Now Toni Has No Twin" (having the double meaning that Toni as a hair product had no equal and also referring to the fact that Toni was no longer using twins in its advertising program). The responses reported to the headline included: "I wonder what happened to her, did she die?" and

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"I guess they're not what they used to be." Such garbling could also affect messages from management to employee or management to management.

The size of the nation's advertising industry has already been pointed to as one index of the quantity of communication efforts sponsored by business. Another such index is the number and size of conventions which are generally justified as communication experiences. Last year an estimated 25 million delegates attended 25 thousand conventions at an average expenditure of $120 each, creating a $1/4 billion convention industry. These meetings ranged all the way from a 100 thousand delegate affair to a 20 to 30 man top-level management conference. No evidence exists as to the worthwhileness of a convention in achieving a communication result.

Another index of business-sponsored communication efforts is the size and growth of the printing business which now averages one and one-quarter per cent of the Gross National Product and is a $6.8 billion industry, employing almost one million persons. This has grown over $2 1/2 billion in the last six years. The newspaper publishing business provides another index. Since 1930 the total number of daily newspapers has decreased from 2,085 to 1,753 but the average number of pages per issue has gone from 22 to 43 and circulation has gone from $2 1/2 million to approximately 60 million. During the same period of time (since 1930) the number of radio sets has gone from 12 million to 50 million and the number of TV sets from nothing to 45 1/2 million. The growth of the advertising industry has paralleled the increase in the number of advertising outlets. In 1930 it was a $2.67 billion activity; in 1959 it was an $11.1 billion activity. Today's external business communication
exists in an environment in which the attention and understanding of customers and prospects are demanded through every possible sense during every waking hour. This is the basic and controlling fact which must be recognized when creating an external communication program.


<table>
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TOTAL RETURNS TABULATION

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<thead>
<tr>
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<th>Post-Test Returns Tabulated</th>
<th>% Post-Test Returns of Pre-Test Returns</th>
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<tr>
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**General Public**

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<td>Post-Test</td>
<td>Per Cent Change</td>
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CHAPTER IV.
DATA AND ANALYSIS OF POLITICAL COMMUNICATION

This phase of the study began in 1958. It was conducted while doing the job of legislative liaison (lobbying) for a statewide special interest group and conducting political campaigns as requested by candidates, local party organizations and volunteer citizen groups.

The first effort at communication analysis in this activity, as with the business communication experience, began with an attempt to determine what, if any, principles or processes of political communication could be identified and classified.

This effort was more difficult than the previous because the research reports, textbooks and manuals about political activity are less likely to deal with principles of political activity than they are to describe isolated activities and skills which either had been successful or were hoped to be successful by a single individual or group.

As an index of the kind of problem which exists in political communication, a finding of the Cornell Values Study is illustrative. This study reported the opinion of over 5,000 students at eleven universities on various subjects. In terms of politics, 76% of the students affirmed a belief that everyone should be free to express or communicate any opinion or subject. However, 45% held that "the general public is not really qualified to vote on today's complex issues," and 30% declared,

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"People who talk politics without knowing what they are talking about, should be kept quiet." These sentiments seem to express a typical lack of confidence in the level of acceptability of political communication today.

Since political communication exists directly between an elected or appointed public official and the public, the classification of political communication results are less meaningful in terms of public than in terms of type. The three basic types of political communication include: campaigning, constituent communication and official government communication. Of the three types, official government communication is most like business communication and all propositional statements for business communication may apply. Of the other two types, the tentative principles or propositional statements of business communication which are classified in Chapter III under the title of "Communication Message and Communication Code" seem to be applicable.

In order to locate the unique propositional statements for political communication the typical texts in political science were consulted. The result was as mentioned, not productive. The next step was to search the speeches and articles by politicians, manuals and pamphlets from party organizations. This resulted in thirty-four tentative and special communication principles or processes. These are uniquely concerned with political campaigning and constituent communication.

1. The more nearly face-to-face the communication experience is in politics, the more likely the desirable voter or citizen response will be.

50 Ibid., p. 144.
2. In politics, the average woman believes that the mind knows no sex. The average male politician believes equally strongly that woman does not know the mind of man.

3. The average political communicator believes that women are more suspicious of humor as a cover-up for truth than are men.

4. Most politicians believe that a communication responsibility is to prepare impromptu remarks in advance.

5. Politicians tend to believe that wit is a communication tool of statesmanship but a communication liability in campaigning.

6. Politicians believe that the most important campaign victory is that of winning the support of appropriate party leaders.

7. In politics, the public opinion poll itself has become a political communication "fact."

8. In a political democracy, a powerful communication force is contingency; that is, statesmanship breeds statesmanship; mediocrity breeds mediocrity; personal attack breeds personal attack; etc.

9. Political communication aimed at persuasion emphasizes the three traditional rhetorical requirements: personal goodness, power to stir emotions, proof or apparent proof.

10. Politicians believe that in political communication, one cannot be too far ahead of the people with whom he wants to communicate.

11. Most American politicians in both parties believe that they should communicate from the conviction that:

   - Voters distrust organized politics.
   - Voters are most interested in candidates as persons.
   - Voters are more interested in domestic than foreign affairs.
   - Voters are usually conservative.
12. Politicians believe that they should try to communicate the appearance of a warm, spontaneous and relaxed personality, which is more entertainer than teacher.

13. Politicians believe they should communicate as if they can help the public overcome their fears and clarify their better public impulses.

14. Political issues in a democracy are usually too complex to be simplified into a single statement but political communicators believe they must try to do so.

15. It is a communication principle in lobbying that in the long run honesty is the best policy.

16. Politicians believe that practical communication in the political situation should be based on a willingness to compromise on methods while reserving the right to assert that principle is unviolated.

17. Politicians believe that they must communicate as if political independence is a passive rather than active environmental force.

18. Veteran politicians believe that political communication today is most effective if it recognizes that both parties broadly represent the country as a whole and differ only in terms of the specifics of the situation.

19. Political communication is "aimed" at the human rather than the legal being and is, therefore, most effective when it is psychological rather than logical.

20. Politicians believe that party membership is more often a convenience for the citizen to identify himself rather than it is a declaration of partisan conviction.

21. In politics, money communicates.
22. Winning an election often depends upon the trend or the political complexion of the geographical area in which the election takes place.

23. In politics, the easiest and surest way known to get a public foot in a public mouth is to communicate too fast.

24. In communicating about a political issue, it is usually safer to describe a general position rather than a specific response.

25. The fear of political defeat can cause politicians to fail to communicate even about the things they believe strongly.

26. The important ingredients of successfully communicating in a campaign are planning and timing.

27. The party political leader often considers that the ideal communication situation is a "vacuum of issues."

28. Official party communications are sometimes made only for the benefit of, and the glorification of the chairman or the boss of the organization.

29. Political issues are often the result of time and circumstances rather than politicians' desire or acts of communication.

30. Parties are more important, more responsible and effective as sources of communication in a legislative body than anywhere else in politics.

31. To be active and effective in political communication, you should belong to a party.

32. Political candidates often look upon seeking public office as a self-selling job.

33. Politics is essentially the establishment of communications of understanding and confidence among people organized to work together.
34. In politics, when the electorate is informed about the issues of an election, there is greater participation.

The use of these tentative political communication principles to create formal policy statements from which to create programs has not yet been part of the experience of the author. The pressure and speed with which political communication programs have been created to date has not allowed for the desirable step-by-step communication planning and programming. This weakness is typical, particularly in political campaigning. The weakness provides an interesting and potentially lucrative challenge to informed communication practitioners.

Size and Scope of Activity

Campaigning. There are 639 elected federal officials, over 11,300 elected state officials and approximately 511,200 elected local officials in the United States. The average tenure of office of these elected officials is three years, which means that an average of 175,000 candidates are elected for public office each year. Since double this number conduct a campaign of one form or another, the size of communication problems involved in a political campaign is obvious.

The total amount of money spent for political campaigning is not accurately recorded. One index, however, is the amount spent on national political campaigns by the two major political parties. In the last three campaigns, this has totaled $23 million in 1952, $33 million in 1956 and $48 million in 1960.51 These amounts do not include the expenditures on

51From Congressional Quarterly summaries.
behalf of candidates for national office spent by volunteer groups at national, state or local level. As an index of these expenditures, the Congressional election of 1958 included expenses from volunteer Republican, Democrat, labor and other groups totaling $8,675,000. During a presidential campaign year this amount would, of course, be larger.

A part of political campaign communication costs is also borne by the various organizations which work for the purpose of increasing citizen participation in political activities on a year round basis. Such organizations as the Committee on Political Education of the AFL-CIO, the United States Chamber of Commerce, local chambers of commerce, and private businesses such as Gulf Oil Corporation, Phillips Petroleum Company, Ford Motor Company and others, conduct extensive and expensive training programs on a year round basis for this purpose. The Chamber of Commerce of the United States puts the size of its activity at 67,230 participants in 1,063 communities. The total effort from all sources must be several times this size.

Constituent Communication. As with any job of authority the elected official spends most of his time communicating. The importance of this task is recognized by, among other things, the existence of the franking privilege and office staffs at the federal level. The use of the Government Printing Office to duplicate quantities of remarks and messages by elected federal officials is also part of this communication situation. As with much other political communication, no reliable estimate of total cost or size of the communication activities is possible.

One type of constituent communication takes place between elected officials and professional legislative representatives (lobbyists). By
federal law and most state laws, such representatives are required to register and file a record of the cost of their activities. One would be unjustifiably naive to assume that these filed records represent all of the costs of communicating by organized groups in their effort to affect legislative or administrative decisions in government. The total expenses filed by federal lobbyists for the last Congress was $7,910,856. Most informed observers would assert that this represents no more than 10% of the total amount actually spent on such communication efforts at the federal level. Lobbying also takes place within all 50 of the state governments and most large municipal, metropolitan or county governments. It is probably safe to assume that constituent communication (lobbying) at all levels of government represents a communication investment of approximately $1 billion annually.

Official Government Communication. From many points of view the prime function of the office of President of the United States has become that of acting as the official spokesman for the government and the nation. If this opinion is accepted, then the $65 million annual cost of the office of the President (not the Executive Branch) can be considered as one index of official communication costs at the federal level. Another such index is the federal appropriation for national propaganda which in 1960 totaled $140 million. The amount includes the appropriation for the operation of the Voice of America but does not include the cost for Radio Free Europe, Radio America and other private operations. As a matter of comparison, it has been estimated that Russia invests approximately $1 billion annually for the same propaganda communication purpose.

52 Congressional Quarterly summaries of Expenditures of Registered Lobbyists.
The office of Governor in the 50 states, as well as the budget for departments responsible for publicizing the state as a tourist, industrial or residential area would serve as an index of the size of the official communication problem at state level. The same analyses also could be done at local levels. No such index is currently available.

Analysis of Political Communication Situation

Introduction. There is no shortage of literature in the field of political science. Much of what exists concerns problems of political communication as a part of a particular political activity but there is no adequate analysis of politics proceeding from the communication point of view.

The essential communication problem in American politics today occurs because our system of government requires a virtually impossible communication intensity to achieve the political end of democracy. The earliest democracies--Athens, Iceland and Switzerland--were numerically small societies within relatively small geographic areas. Size and geography permitted political deliberations to be open to all adult citizens. Such participation served as the most vital ingredient within the effectiveness of the government system. By contrast, the American citizen feels both remote and outnumbered in his relation to the seat of political power except for the smallest local communities. The citizen's ability to evaluate the authenticity, relevance and significance of political communication made available to him, usually from third parties, is so inconsistent with the "bigness" of the problems that he feels inadequate. These communication facts of political life have done more to determine the inadequacy of political communication content and patterns
of communicating than has the oft-referred to "dishonesty," "bossism" and "unscrupulousness" of politicians as individuals.

As we proceed with this communication analysis, many of the situations described will seem undesirable. It should be remembered in making such a value judgment, that the situations exist because of the disparity between the communication demands of our form of government and the communications means available to politicians more often than because individual or groups of public officials want it that way.

Campaign Communication. A political campaign nowadays is essentially an exercise in redundant communication. There is much "rhetorical evidence" used to support bigger and bigger political campaigns. It is often pointed out, for example, that in 1944 Senator Robert Taft carried Ohio by less than one vote per precinct. In 1948, Senator Lyndon Johnson was sent to the Senate by a majority of 87 votes from the huge state of Texas. In 1954, Governor Averell Harriman of New York won by slightly more than one vote per precinct. In 1950, Governor Mennen Williams of Michigan carried the state by less than one vote for every three precincts; and in 1948, President Truman carried California and Ohio by less than one vote per precinct to win the election to the presidency. The recent presidential election provides just one more example to validate the point that close elections can be won or lost by the effectiveness of the campaign as a communication act.

Campaigning, like other communication, has as the two most important ingredients, planning and timing. Planning begins, as usual, by locating and classifying the publics necessary to achieve the desired communication
result. After the publics have been located, the plan to contact them is made. The third and final step of planning is to choose the issues (content) to be promoted and estimate the issues (content) which will be opposing your campaign communication.

Planning for a successful campaign starts many months in advance even though the campaign itself may be only a few weeks in length. During the last national campaign Robert Kennedy observed on this point, "It is like putting United States Steel together to operate at peak capacity for eight weeks and then dismantling the entire set-up."

The lack of adequate planning is the primary communication failure in many campaigns at state level and below. Unless a communication plan for a campaign is timed so that it reaches peak intensity just before an election day, the campaign cannot hope to overcome the problems of attention and sensory adaptation.

An important communication principle in planning for a campaign is that the desired result is most predictable for the candidate who has the most personal contact with the voter. Thus, if the election district is small enough, the best possible contact is a personal contact between candidate and all registered voters. This job may require several months, day and night, in a voting district of 60,000 population for example, but it is the most effective method known, even with all of today's electronic devices.

If personal contact with all voters is impossible, the next best method is the "funnel system" where the candidate is spoken for by individual representatives. The party worker canvass or campaign worker canvass is still effective as a communication method.
Beyond these personal contact methods of campaign communication the mass media offer the next alternative. This includes newspapers, radio, television, billboards, signs, windshield stickers, printed literature and other such devices.

Since this is a description of political communication, a word about political content is in order. The content of political campaign messages either does or should concern public issues. Political issues come into being to create controversy. By their very existence they come as unwelcome to at least one of the political candidates. Sometimes, even both candidates wish the issue had never come up. Professional politicians usually view their political opponents as friendly competitors. If it were always left to opposing candidates in a campaign to select the communication issue of the campaign, the selection would frequently be made to conduct a contest between personalities and personal qualifications, leaving the public issues in the background.

Although there is no authoritative list of the qualifications which a professional politician looks for in a candidate, the following list of traits is made from experience and is close to reality. A candidate should be a person who

- has a friendly, warm personality, who likes people and is stimulated by them,
- has no enemies, especially no powerful, organized, special interest enemies,
- has a short, familiar, easily remembered ballot name which is associated with good things from the past,
- has expressed no controversial opinion,
- is pliable so that he can appear to be all things to all people, and
- has an instinct for avoiding controversial issues whenever possible.

In spite of these aims and objectives of professional politicians to conduct the political contests of the country on a personality contest basis, issues do occasionally develop in political campaigns. The development of issues can usually be traced to one of three sources:

1. Vested interest groups. For example, the farm block versus the city dweller; management versus labor; social interest versus tax saving interest; railroads versus truckers; schools versus welfare, etc., etc.

2. Mass Media. Because of the competition among newsmen, news media or news sources, occasionally compete by emphasizing different aspects of a story in such a way that a political issue develops because of the way it has been reported.

3. The vocal voter. This person takes the initiative in letting his elected representatives know what he actually believes on subjects of current interest. This cannot be done through group mailed postcards or form letters which are discounted and viewed as a single message from a single source. The impact of a small group of informed citizens expressing themselves intelligently and correctly is still, however, one of the most powerful issue making sources in government today.

The political campaign in many cases becomes almost an artificial communication incident. The reason that this assertion is made is that occasionally nothing which is said in the campaign essentially affects the results of an election. Even when issues are discussed, there is no
way of predicting that the voters listen. To some extent all political campaigns become partially a communication ritual requiring a candidate to appear as a "reasonable" personality "concerned" about a program or issue and able to talk sense if he chooses, but it does not require a listener to view the campaign communication as serious, important or critical to his action (result).

In all political communication, more than any place else, there seems to be an unexpressed but understood code which is accepted by all participants. This is particularly true of campaign communication. The code allows

- that there are permissible and non-permissible political falsehoods,
- that there are permissible and non-permissible exertions of "influence," and
- that there are permissible and non-permissible demagogueries.

An interesting example of what can happen when this "understood" code is violated occurred during the time when the McCarthy hearings were being used to accuse the Eisenhower administration of coddling communists. The administration in an effort to protect itself from a violation of "inpermissible demagoguery" proclaimed the doctrine of "executive privilege" which said: Officials of the executive branch of government can refuse to produce government records or testify before a congressional committee if they believe the information sought is "confidential executive business." This doctrine is probably as close as government can come to formalizing one of the special rules by which political communication is conducted.
Constituency Communication. The study of direct communication between individual constituents and elected officials conducted at the Massachusetts Institute of Technology, **Congressmen and the People They Listen To**,\(^{53}\) contains a comprehensive analysis of this subject. It is recommended reading for any wishing to pursue this interest.

One aspect of that study dealt with lobbyists or pressure groups in government communication. This particular part of the study was less pointed than others. A further discussion of this subject follows.

The communication techniques of lobbying can be divided into two types: "social efforts" and "technical efforts." These labels are arbitrary and operational. Both techniques can have legitimate and illegitimate use depending on whether

- the special interest using the effort is acting
  for or against the best interests of the public as a whole, and

- whether the individual or group using the effort has actually faced the moral issue of ends versus means and made a conscious determination.

The "social technique" of special interest political communication depends on the social structure among the political officials involved. One type of social influence in that structure can be labeled "cronyism." This is a special kind of kinship which grows up between individuals in political and public service. It is strongest among veteran or senior

\(^{53}\)Dexter, op. cit.
children who are usually in the more powerful positions. It may be the strongest influence within a public or political unit or department.

To the special interest communicator, this network is not only one of friendship but a chain of communication which can be identified and used. Most veteran lobbyists recognized such communication channels as the most powerful and effective place where they can use their time and effort. If the lobbyist is ethical and aboveboard, he may even become a member of such a crony network. If he is unethical, he simply looks for the most available or weakest link and uses whatever means necessary to tap the chain of communication to plant his message with an "inside" communicator.

The "technical efforts" of special interest communication are those which are aimed at providing the necessary information on a given subject to key political or public office holders in order to help favorable decisions to be made for the groups represented. Such communication efforts provide a valuable service when done ethically. Congressman Emanuel Celler of New York was evaluating this communication source when he said, "A legislator is not elected in order that he may function by divine guidance or personal intuition. He is message center and re-agent in a vast communication system through which the electorate makes known their needs. After thirty-six years as a target of such messages, I still regard them as the bloodstream of the democratic process."  

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Technical lobbyists can serve undesirable functions other than passing out incomplete or dishonest information. Some of the practices include:

- Working behind the scenes to cause a bill to be introduced which is known to be opposed by some special group and then contacting that group and soliciting a retainer to work to kill the bill. This is known as "milking" a client and such bills are known and referred to as "milkers."

- Analyzing the hundreds of thousands of bills introduced, evaluating their effect on all possible clients and then soliciting clients for a retainer to help kill or pass legislation, the fate of which is usually already known. This practice is generally referred to as "caboose grabbing."

- Registering as a lobbyist to represent a reputable client for a modest fee and using this umbrella to cover many activities on behalf of clients who are never disclosed. This practice has earned the label of "hide and seek."

Political lobbying is a special type of constituency communication which has no direct parallel in private business. The closest such communication incident in business may be that of the free lance consultant aggressively pushing his services to the attention of prospective clients. Without such communication in politics, however, it is possible that the last forum for political debate might be lost. This type of political communication deserves more careful attention and research.

Official Government Communication. From the communication standpoint, an elected political official's communication responsibility can
best be understood by comparing his job with a similar private business official's job as far as the communication situation is concerned. In private business the executive deals with his ownership through a reasonably small board of directors, the board stands together as they face a stockholders meeting. If a stockholder or a small group of them come to the company to ask for a special favor, conduct an investigation, or register a complaint, the private executive can and sometimes does tell the group to wait for action or that no action is possible.

In public business, however, the elected official has no such insulation from his ownership, the voting public. He is directly available to each member during each working day as well as the appointed or self-appointed representatives of the members, included vested interests, news media and special minorities. The public executive's every step of action and decision is carefully observed and therefore must be communicated about.

Another pronounced difference between the two which affects official communication is that a private official is usually judged by the results of his activities while the public executive is judged by his methods. The public, particularly the press, is as interested in the steps of each important decision as with the decision itself.

Finally, the private official, as he moves up the organization ladder, works to free more and more of his time so that he can communicate out in front of his organization. The public official, on the other hand, as he moves up the organization ladder, becomes available to an ever wider group, causing him to be involved in more and more details and making it increasingly difficult to communicate in front of his administration.
Since communication, when well done, is a planned activity involving staff and technical competence, the inability of a public official to freely choose and pay for staff assistance is a communication limitation in politics. Public salaries are set by law and candidates for political appointment are often selected for patronage reasons. The communication resources available to the public executive in such a situation are significantly limited. It is a rare public official who has not said when a communication breakdown occurs, "How do I get a $50,000 man to take a $15,000 job?"

The problem of official political communication effectively winning the results desired, whether aimed at an international problem or a local problem, is basically one of planning, organizing and staffing to do the job. It is the opinion here that it is not the lack of public support which keeps this job from being done but rather what might be called the fear-of-losing-power paralysis that daily increases its grip on political officials. In the effort to gain and retain power at all levels of government, there often seems to be no clear cut goal or purpose to which a party or candidate can dedicate a political unit they seek to serve. The preoccupation of politicians with political polls, directed to finding popular interest on the part of voters, has substituted for real objectives. In the absence of an objective, communication must by necessity be randomly effective and frequently misunderstood by any who wish or must depend on government for leadership or security. If one were to choose the basic public communication problem of today, this would probably be it.
Description and Analysis of Political Communication Efforts

Campaigning. Building on the experience of the business communication program for the middle public mentioned in Chapter III and recognizing the sociological sense of ineffectiveness with which most citizens view the problem of political participation, two campaign communication programs have been conducted. From the practical politician's point of view, one of the problems of campaigning has been to find an effective way to utilize the efforts of people who say, "If there is anything I can do for you, let me know." These are all expressions of the same problem.

In both campaign efforts involved, the problem was to win voter support within a population area so large that the candidates could not personally contact each voter. One campaign involved a two-county State Senatorial District with a three-quarter million population and the other involved the campaign of a volunteer group throughout the state of Ohio for a presidential candidate. In both cases the mass media were used in normal ways.

The solution to the problem of individual participation through the use of a special communication device is of interest, however. In both cases a "worker kit" was created as a combination home study course in private political campaign communication and as a source of supply of postcards and hand-out material for the candidates involved. In each case, part of the kit was a report form on which the individual worker could recite his activities and thus "get credit." The inclusion of this reporting form was primarily as a motivational device although the use of it served as an index of success.
Out of the thousand campaign kits used in the state senatorial race, over 1,000 individual reports of activities were received. Of the 20,000 kits used in the statewide campaign, over 8,000 reports were received with most of them coming from the non-urban areas.

Included as the home study information about personal political communication were "How to do it" descriptions of how to make face-to-face contacts, what to say about candidates and issues, how to use the mail and phone in making political contact, as well as a checklist of activities for Election Day which provided a program of follow-up, in order to make original contacts more productive.

In the campaigns involved, there were no procedures carried out to assess for certain the specific contribution to success of this particular communication device on election results. The candidates involved were successful in the areas in which the program was used. The principle of recognizing the effectiveness of personal contact in achieving political communication results is one which is reaffirmed by these experiences in spite of the lack of quantitative measure.

A political campaign experience within a municipal election provides validation of another campaign communication principle: To ignore an emerging public issue in a campaign is almost certain to reduce the chances of success on election day. A personal experience from a recent campaign will illustrate the point.

In a recent municipal campaign all the normal devices of personal and mass communication were being employed by a candidate for mayor. Since the candidate was the incumbent the issue most in his interest was that of accomplishments during his administration - the record.
The opponent campaigning from the challenger point of view, was using only the issue of personal attractiveness. At a crucial time in the campaign the incumbent declared that the public press had developed a public issue involving the local police force with incidents of dishonesty and lawlessness. Only a few law enforcement officers, nine out of a force of over 250, were accused of being involved. The challenger candidate joined the local press and together were successful in making this the primary issue of the campaign. The unwillingness of the incumbent to deal with these incidents directly and forcefully as a major issue instead of isolated examples succeeded in undermining voter confidence in his administration. The election was lost to him.

The communication principle of campaigning within the context of the time and the issues of the moment is one which seemingly cannot be violated.

The responsible and concerned professional communicator who chooses to use his skills in political campaigning cannot avoid the ambivalence of being "forced" into undesirable positions on issues and candidates anymore than can professional party leaders. However, to the extent that communication practitioners can serve politicians and thus gain the right to plan choices with communication programs, this ambivalence seemingly can be minimized.

**Constituent Communication.** This discussion is concerned with lobbying as a type of constituent communication. The experience reported has resulted from representing statewide sponsors in both the state and the national legislatures in an effort to hasten the improvement of the Ohio highway system.
Since the communication responsibility involved a technical subject and the objective would be accomplished to the extent that technical information was made available to the appropriate political officials, the communication tactic used was that of establishing and implementing a program of self-education so that the communicator would be viewed legitimately as an expert on the subject. When knowledge reached the point where it could be depended upon, efforts to become personally acquainted with the key political officials for the purpose of talking about highways were made. Over a period of twenty-four months, this resulted in acceptance as a source of valid information, attitudes and opinions.

The point demonstrated here is not one of personal accomplishment but validation of the communication principle that the presence of valid and reliable information creates for itself a trusted and used communication source.

**Official Communication.** Since no personal experience of acting in the role of public official has been experienced, discussion of this subject is limited to the point where conclusions are not possible with the same confidence as in the preceding discussions. Two incidents have suggested, however, that a basic communication problem between levels of government is found in the previously referred to fear-of-losing-power paralysis of public officials.

One of the cases involves a difference of opinion between state government and a federal administrative agency on the federal agency's responsibility for supplying certain money to the state. The other involves a difference of opinion between a municipal government and a
federal agency on the location of a federal road through the municipal boundaries. In both cases the disagreement was of long standing and had reached the place where written correspondence included frequent personal indictments directed at the persons involved. In both cases when all parties were brought together by an outside source acting as an arbiter, the differences were revealed as resulting from the parties on one side arguing against their own semantic misinterpretation of the other party's position and vice versa.

A review of the correspondence in both cases showed that at no time had either side of the conflicts stated specifically and clearly the best possible position which they could adopt. All parties had rather merely responded that they could not adopt the particular position requested by another. The unwillingness or inability of public officials to offer a compromise seems to stem from a fear of being taken advantage of and thereby losing power of decision making in the process.
CHAPTER V.

CONCLUSIONS

The observable problems in business and political communication revealed in this study include:

1. In business communication, organizations tend to have less effective communication policies and procedures than maximum use of the communication skills and knowledges could make possible. There is an obvious tendency in today's corporations for promotions to come most frequently to those who are most successful in imitating the boss. The principle of survival of the fittest does not necessarily apply to corporate life. Since this is true, it is no accident that many corporations have less effective communication programs and practices than the skills and knowledges of some of the executive staff could make possible. It is now and has been for some time a more sensible personal decision for middle management to follow the communication practices of top management than to innovate and risk censure. Even if in innovating, they solve recognizable problems caused by poor communication.

2. In politics, communication policies and procedures tend to be less effective than possible because of a lack of sufficient time and planning rather than an unwillingness to do the best possible job. The political communication problem of adequate money at the right time with which to effect an optimum communication program is a greater barrier than the unwillingness to innovate.
3. In both business and political communication, the problem of getting and holding a desired public's attention is always present.

4. In both business and political communication, the problem of overcoming the psychological phenomenon of sensory adaptation to a communication message is always present. The communication environment must be viewed as saturated with competitive messages which become "noise" to a particular message.

5. In both business and political communication, the public's possible "will to misunderstand," a function of a closed mind, is a potential communication barrier. If each communication situation is analyzed in terms of communication principles mutually held by communicator and communicatee, this barrier can be pre-identified.

6. In both business and political communication, the problem of constructing adequate and acceptable redundancy and exposure for a chosen public is a basic problem of communication planning.

7. In business and political communication, the problem of failure to illicit a desired result or response from an elected public should be viewed as a result of inadequate communication policies and procedures before it is viewed as a result of inadequacies on the part of the receiver and message.

8. Communication, like any other organized activity involving multiple parts and timing, must be planned, organized and controlled if it is to be anything other than randomly effective. To perform any of the three functions of planning, organizing or controlling, one must not only know the objective but also have some standards, criteria or policies to use in evaluating the means of accomplishing the objective.
The observable **tentative principles** of business communication have been tabulated in Chapters III and IV. The assertion of **basic principles** to apply to the evaluation and control of communication is not easily made. A principle, of course, includes an assertion of its own truth. The traditional concept that truth has a "real quality" or a "real relation" is based on a tacit or explicit assumption that the past is somehow "objectively there and real" in the metaphysical sense of the term. Thus, the frequent adjustment to the word "truth" is that it stands for a genuine quality or relation. Actually to say that a principle, belief, statement or judgment is true is simply a way of ascribing a value--"truth"--which is believed or stated or judged. Basic communication principles, then, are properly a function of the beliefs or judgments of the cultures, organizations, groups or individuals who originate the principle. Since an intended receiver public may or may not belong to the same sub-group as the communicator, and since communication to become a result must involve both a communicator and receiver, communication principles to be effective need to be as universally applicable as possible. The validity of this relationship comes to light in many ways but is specifically noticeable when two obviously different cultures such as Russia and the United States face with more or less maturity the problem of trying to make decisions on controversial issues.

It is a characteristic of man's life that the principles to which he adheres are occasionally contradictory. This will be no less true of communication principles in whatever context they are articulated. The situation is unavoidable of contradictory principles creating incidents of ambivalence for any who must apply those principles. This phenomenon
was investigated as it applied to leadership by Melvin Seeman.\footnote{Melvin Seeman, "Role Conflict and Ambivalence in Leadership," \textit{American Sociological Review}, August 1953, 18: 378-380.} He found certain inescapable situations of ambivalence which are part of our culture and are particularly obvious in the leadership role. These situations can be stated in communication terms as follows:

a. The status dimension. How can the leader communicate so as to fulfill his need for a hierarchy of command and still share the American belief in equality?

b. The authority dimension. How can the leader communicate so as to fulfill his expected role of independence (responsibility) and still find the conditions of dependence necessary for personal security?

c. The institutional dimension. How can the leader communicate so as to answer the humanistic desire to treat every case on its merits and fulfill the institutional demand of treating all alike?

d. The means - end dimension. How can communication be conducted so the balance of emphasis on product vs. process, expediency vs. morality, etc., is found?

The longer one works in the practice of communication the more convinced he becomes that trying to understand such ambivalence as they apply specifically to communication is the surest way to work for the solution of most of our communication problems. Society has changed to such an extent in recent times that nobody yet knows either the communication needs or the language inherent in the new technological culture.
which controls our communication life. Our most impressive programs and efforts to date seem to have betrayed us sooner or later.

The observable principles of business and political communication which this study reveals include:

1. Communication programs and practices in business and politics tend to be more effective when they proceed from understood and agreed upon communication principles, policies and objectives.

2. In business and politics, the effort to communicate is a communication message in itself and to the extent that this effort is obvious to the public it tends to increase the acceptableness of the communication message.

3. In business and political communication, a poor decision about the way to communicate, if well executed, tends to be more effective than a good decision about a way to communicate which is poorly executed. The desire to communicate, if obvious, is an important element of believability.

4. In business and politics, communication tends to be most effective when the principles of communication used by the communicator are equally believed by both him and the intended public.

5. In business and political communication, to correct an unsuccessful communication effort, the entire communication problem should be re-evaluated beginning with the principles, policies and objectives.

6. Although a truth in business and political communication is that there is no way to overcome a public's will to misunderstand, the communicator is not usually justified in assuming that an undesirable communication result is caused by a conscious effort to misunderstand.
The third question which this study attempted to answer was, "Can communication programs be developed which illustrate general policies and procedures for communication?"

In business and politics, the alternative to successful symbolic manipulation is undesirable. In business, the most likely result is failure of the organization to survive in a free competitive economy. In politics, the alternative to continuing symbolic conflict can only be actual conflict. At the outset of the study, it was hoped that the impact of a professional communicator seeking more effective communication be first seeking mutually acceptable communication principles, policies and procedures could be demonstrated. In terms of answering this question, this report is most properly considered as a progress statement. Evidence and experience indicates that to the extent that new interests menace old ideologies, prejudices and ideas, that communication programs stemming from general policies and procedures can establish cooperation and common activity. Equally illustrated, however, is that the hard work of finding mutually acceptable general communication policies and procedures has only just begun for both business and political communication.
APPENDIX A

QUESTIONNAIRE FORM FOR SURVEYING SELECTED BUSINESS EXECUTIVES ABOUT THEIR KNOWLEDGE OF SELECTED TENTATIVE BUSINESS PRINCIPLES
A STUDY OF PRINCIPLES OF COMMUNICATION
USED BY SELECTED BUSINESS PERSONNEL

This is part of the plenary phase of a Ph. D. dissertation with the above title. The result of the study could be the delineation of the principles (practices or beliefs) which are associated with communication success in certain business situations. Such a delineation could have both training and selection applications.

To find a point of departure for the study an extensive list of principles, postulates or other truisms is being sought. Attached is the start of such a list. Would you be willing to read these statements and then write down any additional statements which occur to you, or any reaction you have to the ones here?

If you would like to cooperate further with this study, in the event additional sampling is necessary, or if you'd like to hear how the study comes out, would you write your name and address on the bottom of this page.

Name ____________________________________________

Address _________________________________________

_________________________________________________
Space at the right of each item is for your use in responding to the statements. Feel free to say ANYTHING you choose about any item. If you have additional statements you can use the right margin space, the back of the sheet or the blank sheet at the end.

Definition of Human Communication

1. Communication is the means by which one person influences another and is in turn influenced by him. . . . It makes interaction possible. . . . It is the basic social process.


Basic Principles of Human Communication

1. The human ability to create and manipulate symbols (language) and signs in place of things (existences) is the basis of human progress.

   The mutual understanding and use of a set of symbols not only explains progress but also explains cultural groups.

   Symbols and their use, communication, frees man from the bindings to time and space.

Postulates of Human Communication

1. Communication is easy if you communicate what people want to hear.

2. The average American expects to be - and is - well informed on subjects which interest him. He will seek that information which affects him personally and become annoyed and uncooperative if such information is withheld from him.

3. If people do not have the real answers to their questions, they will create answers.
Postulates of Human Communication (Continued)

4. The average person has a deep seated opposition to any communication which seeks to change him.

5. As what must be communicated differs from what people want communicated, the need for the number and strength of communication sources and methods increases.

6. When new information is being told it must be accompanied by reasons for its existence if it is to be accepted.

7. In the communication situation the attitude of both the sender and receiver affects the meaning communicated.

8. Effective communication is facilitated through maintaining a willing communication climate even when it is not possible to communicate.

9. The efficiency of communication is facilitated when the communicator avoids words which unnecessarily arouse prejudice.

10. The communication activity of any group is patterned after the communication habits of the group leaders.

Definition of Business Communication

1. Business communication is the interchange of information, ideas, attitudes and/or emotions. A communication act includes a sender, channel, message and receiver(s).

Basic Principle of Business Communication

1. In order for a business organization to function its members must acquire the kind of adjustment which makes them want to act in the way they have to act. They must desire what objectively is necessary for them to do.
Basic Principle of Business Communication (Continued)

It is through communication that business leadership can create the human insight necessary for this inner motivation which sparks the business organization toward its maximum efficiency.

Postulates of Business Communication

1. Workers today are better educated and better informed than ever before, and they are becoming increasingly more so. This places greater responsibility on management to communicate than previously.

2. The worker informed of his stake in a strong, profitable company is more apt to:
   - Feel secure in his job.
   - Be more interested in his work.
   - Be more loyal to his company.
   - Be more productive.

3. Management functions more efficiently when it knows the value of effective communication and accepts the responsibility for carrying it out.

4. Each supervisor represents the company to those whom he supervises and those whom he supervises to the company.

5. Management must expect that most employees will assume that the communication of management is in its own self-interest.

6. Within the formal channels of the company, listening implies action. Even the best listener will present a barrier to communication if no action follows the communication.

7. The company "grapevine" must be viewed as purposive since people do not communicate unless there is some feeling of value derived from it.

8. The effectiveness of much business communication is dependent on the position and/or status of the communicator.
Postulates of Business Communication (Continued)

9. Gossip and good news are communication activities which management can expect to go on without direction.

10. The effectiveness of a particular communication is dependent on the communication history of the company.

Classification Systems for Business Communication

1. Business communication can be classified.

   Down - up - horizontal - inbound - outbound
   Formal or informal
   Oral - written - picture - action
   Individual or group
   Anonymous or identified
   Management's initiative or individual's initiative
   General subjects or specific subjects
   According to purpose

Basic Characteristics of a Company Communication Program

1. A company's communication program cannot be erratic or superficial. It must move by plan.

2. A company's communication program must be built on a two-way basis. A program should be conceived as a method of talking to employees but seldom listening.

3. The responsibility for conducting company-wide communication efforts cannot logically be centralized. The responsibility of evaluating company-wide communication efforts and of conducting special communication projects can logically be centralized.

4. A company communication program should provide that every action by any management personnel should include planning for the communication of that action.

5. A communication program should provide that all information which contributes to a sense of confidence, security, and belonging should be communicated first through the organizational line.
Basic Characteristics of a Company Communication Program (Continued)

6. A company's communication program must provide formal or informal procedures through which an employee exercises his right to redress for real or imaginary wrongs.

7. A company's communication program should provide that if one person in a department or unit is told, all who are equally interested or in need of the information must be told.

8. A communication program should ensure that a communication be timed so that information about the company is communicated internally before it is released externally.

9. A communication program should ensure that a communication be timed so that all who share responsibility for passing information do so as nearly simultaneously, accurately, and uniformly as possible.

10. A communication program should ensure that a communication be timed so that a supervisor hears information before his subordinates.

11. The company's communication program should optimize personal contact between management and employee. This relationship should be strong enough for management to depend on in times of stress.

12. A communication program should ensure that every company policy has maximum acceptance; most company policies must be re-explained again and again.
APPENDIX B

TABULATION OF RESPONSES FROM SIXTEEN BUSINESS EXECUTIVES OF THEIR ATTITUDE TOWARD SELECTED TENTATIVE BUSINESS COMMUNICATION PRINCIPLES
I. Definition of Human Communication

Communication is the means by which one person influences another and is in turn influenced by him. . . . It makes interaction possible. . . . It is the basic social process.


Comment:

O.K.

Written with a true Ph. D. flourish!

True.

True.

---

(underlines 'influences' in the second line) Seems too limiting although good as far as it goes. (indicates last two lines) Agree thoroughly.

O.K.

In full agreement.

Right. (indicates last line) Not sure. How about procreation?

(Indicates first statement) Does this take into consideration that there may be an exchange of information unaccompanied by "influence?"

Can't argue with it.

(Indicates the last statement) Sounds O.K. except I would say "one of" the basic social processes - I don't think it is the only basic social process.

By:

Personnel Manager

Mgr. Employee Relations

Supervisor of Public Relations

General Manager

General Manager

Consultant

Advertising Manager

Public Relations Manager

Consultant

Supervisory Training Manager

Management Development Mgr. Personnel Manager
I like this. It is broad enough to cover any kind of communication.

True communication is the result of man's developing symbols or gestures which have the same meaning for the person making the gestures as they have for the person addressed.

From: Dewey and Humber, The Development of Human Behavior.

This is an obvious fact.

II. Basic Principles of Human Communication

1. The human ability to create and manipulate symbols (language) and signs in place of things (existences) is the basis of human progress.

A. Statement 1.

Comment:

Specify that this manipulation of symbols can be written or oral.

By:

Personnel Manager

Mgr. Employee Relations

Supervisor of Public Relations

General Manager

Consultant

Agreed.

In full agreement.

I believe it.

Semantic battlefield?
Comment: Can it be said in a down-to-earth way?

- -

Human ability to think logically could come first.

- -

When we finally learn that words are only symbols and not things we'll be on the road to effective communication.

Another obvious fact.

By:
Management Development Mgr.

Personnel Manager

Controller

Executive Assistant

Production Manager

General Manager

2. The mutual understanding and use of a set of symbols not only explains progress but also explains cultural groups.

B. Statement 2.

Comment: G.K.

- -

Understanding does not explain.

- -

- -

Agreed.

In full agreement.

True.

By:
Personnel Manager

Mgr. Employee Relations

Supervisor of Public Relations

General Manager

General Manager

Consultant

Advertising Manager

Public Relations Manager

Consultant

Supervisory Training Manager

Management Development Mgr.
Comment:
Seems reasonable.
---
Yes, but somebody's always trying to hide "the Rosetta Stones."
I agree.

By:
Personnel Manager
Controller
Production Manager
General Manager

3. Symbols and their use, communication, frees man from the bindings to time and space.

C. Statement 3.

Comment:
Excellent - develop with a material example.
What is this?
To a limited degree.
??
---
Yes, but perhaps that's 20% deception of ourselves.
Agreed.
??
True.
---
--
---
Check.
---
E=MC²
Also obvious.

By:
Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager
III. Postulates of Human Communication

1. Communication is easy if you communicate what people want to hear.

A. Statement 1.

Comment: But not necessarily the objective. Too true. Correct. True. - - - - Excellent. In full agreement. Right. Would change "easy" to "easier." Very true. Hypocrites! I suppose this implies "in a manner suitable to the audience." - - Communication is difficult if you cannot readily determine what people want to hear.

Human nature, being as it is, seems to follow this course.
2. The average American expects to be - and is - well informed on subjects which interest him. He will seek that information which affects him personally and become annoyed and uncooperative if such information is withheld from him.

B. Statement 2.

Comment:  
O.K.  
True.  
True.  
Definitely.  
- -  
- -  
Excellent.  
In full agreement.  
True.  

Not so sure about this. Last week - on T.V. - I heard a rabid Delaware-ite (against admitting the Negro to a formerly all-white school) say that Lincoln had meant to place all colored people on reservations and to keep them 'locked up' there, as we do the Indians. The man was interested in his topic but certainly not informed.

True.  
- -  
Check.  
- -  

By:  
Personnel Manager  
Mgr. Employee Relations  
Supervisor of Public Relations  
General Manager  
General Manager  
Consultant  
Advertising Manager  
Public Relations Manager  
Consultant  
Supervisory Training Manager  
Management Development Mgr.  
Personnel Manager  
Controller  
Executive Assistant
For a democratic life, it is vital that people are informed and kept informed of events that affect their economic-political-spiritual lives.

A person may not always be well informed on subjects that interest him. He may not have the time or sources of information.

3. If people do not have the real answers to their questions, they will create answers.

C. Statement 3.

Comment: Or seek them.

By:

Production Manager

General Manager

Personnel Manager

Mgr. Employee Relations

Supervisor of Public Relations

General Manager

General Manager

Consultant

Excellent.

Most people.

Some, of course, will.

Quite likely, I should guess.

True.

I don't agree - I have more faith in people than that.

Check.
Comment:  
- -

They're likely to create demagogues too to give them the answers.

This would be true in most cases. People are mentally lazy and may not create the answers to their questions.

4. The average person has a deep seated opposition to any communication which seeks to change him.

D. Statement 4.

Comment:  

Adults only.
True.
True.
True.
- -

Unless the change is in line with his own interests and desires.

(Encircles 'deep seated') True?

In full agreement.

(Crosses out 'deep seated,' would substitute 'instinctive.')

Depends on what the change is to be. He may swear and throw away the literature of 'the other political party,' yet pick up Power of Positive Thinking and read it fervently for clues as to how he can change himself.

True.

By:
Executive Assistant
Production Manager
General Manager
General Manager
General Manager
General Manager
Consultant
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Comment: I don't agree again.
If he recognizes that change is sought.
Is this always true if the change is for the better, i.e., good health, better job, more prestige in community, etc.?
I'm rather skeptical here. There seldom is opposition to communication seeking change if the change can be recognized by the individual as desirable.
Not always true. This depends on the manner of communication and type of person.

5. As what must be communicated differs from what people want communicated, the need for the number and strength of communication sources and methods increases.

E. Statement 5.
Comment: Right.
Yes.
True. Correct.
Very good.
Agreed.
Good.
In full agreement.
True.

By:
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager
Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
Advertising Manager
Public Relations Manager
Consultant
Comment:

How about using our present sources and methods more effectively?

Very true in industry.

- -

Check.

(In first line inserts the word 'sometimes' between the words communicated and differs.)

I think the need is more pressing for a refining of present sources rather than an increase in number.

In my opinion, this is true.

By:

Supervisory Training Manager

Management Development Mgr.

Personnel Manager

Controller

Executive Assistant

Production Manager

General Manager

6. When new information is being told it must be accompanied by reasons for its existence if it is to be accepted.

F. Statement 6.

Comment:

O.K.

True - need to create proper frame of mind.

Climate.

- -

But reasons will sometimes not be enough. Feelings of suspicion based on long range actions will not always be dispelled by reasons. That gets around to attitude and to feeling that attitude must be noted.

Good.

By:

Personnel Manager

Mgr. Employee Relations

Supervisor of Public Relations

General Manager

General Manager

Consultant

Advertising Manager
Comments:
In full agreement.
Usually true.
I would guess this is largely so.
True, but is not done.
Not always.
Check.

Reasons are not necessary if all you're after is acceptance but if you wish both acceptance and agreement, reasons must accompany telling.

Better results are secured if this is done.

7. In the communication situation the attitude of both the sender and receiver affects the meaning communicated.

G. Statement 7.

Comments:
O.K.
Yes.
Definitely.
True.

By:
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager

By:
Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
Advertising Manager
Public Relations Manager
Consultant
Comment:
It can - but are we talking about the true attitude or the apparent attitude here?
Sure.
Yes.
Check.
Very true.
Pre-communication attitudes, experiences frequently prevent agreement.
True.

By:
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager

8. Effective communication is facilitated through maintaining a willing communication climate even when it is not possible to communicate.

H. Statement 8.
Comment:
Important - C.K.
Yes.
Impossible.
--
Don't follow this.
Very important.
O.K.
In full agreement.
This seems a bit ambiguous, but I guess it's true.
?? I miss the point.
So what?

By:
Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Comment:  
Yes.  
Check.  
How is this done?  
- -  
Atmosphere is important for effective communication.

9. The efficiency of communication is facilitated when the communicator avoids words which unnecessarily arouses prejudice.

I. Statement 9.

Comment:  
O.K.  
Boy - have I seen this work!  
Yes.  
True.  
- -  
Good point.  
Agreed.  
In full agreement.  
Right.  
Possibly true much of the time but there may be important exceptions.  
True.  
Yes.  
Check.  
- -
10. The communication activity of any group is patterned after the communication habits of the group leaders.

J. Statement 10.

Comment:  
Sometimes this is difficult as our newspapers, politicians, etc., spoon-feed us with "socialized medicine," "welfare state," "capitalistic," etc.

True.  

By:  
Production Manager

Comment:  

By:

Not true, per se, but the leader influences.

Doubtful, or at least not true to a great degree.

Definitely.

Not necessarily.

- -

Not sure.

Possible.

In full agreement.

True.

- -

Wording ambiguous.

Yes.

Assuming the leaders are the "strong men" of the group.

- -
Comment:

Yes, and so the group leader should develop habits that allow him to talk with rather than to-at his group. And woe to the leader who badgers a speaker for not sticking to the point. We communicate many times expressly for the purpose of being heard—relieving our insides.

People are followers as a group.

By:

Production Manager

IV. Definition of Business Communication

1. Business communication is the interchange of information, ideas, attitudes and/or emotions. A communication act includes a sender, channel, message, and receiver(s).

Comment:

Correct - but cold.

Not too often - generally orders.

True.

True.

Seems complete.

Good.

In full agreement.

Plus digestion (i.e., assimilation or association).

Seems to cover the field.

O.K.

Check.

By:

Personnel Manager

Mgr. Employee Relations

Supervisor of Public Relations

General Manager

General Manager

Consultant

Advertising Manager

Public Relations Manager

Consultant

Supervisory Training Manager

Management Development Mgr.

Personnel Manager

Controller
V. Basic Principle of Business Communication

1. In order for a business organization to function its members must acquire the kind of adjustment which makes them want to act in the way they have to act. They must desire what objectively is necessary for them to do.

A. Statement 1.

Comment: Adjustment?

No - people have to act in some cases in ways they don't want to act because it is expected.

--

True.

--

Sounds reasonable.

Agreed.

In full agreement.

(Indicates the words 'have' and 'necessary') These two absolutes are not really absolutes, it seems to me. Don't they change with time?

An old idea - seems pretty well tested.

Perhaps in theory - doesn't happen but business is still functioning.
Comment:
Sometimes the best employees are the ones who go against the "present way" and are "for" something the management is against. A lot of judgment and common sense is needed in these cases.

The degree of success in function varies with the degree of adjustment.

(In second line would insert the words 'at maximum efficiency' after the word 'function.') Some businesses function in spite of a hostile climate among employees.

Someday there'll be a business organized just for the non-conformist. A company where all employees followed this principle would be very dull indeed.

Obvious.

By:
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager

2. It is through communication that business leadership can create the human insight necessary for this inner motivation which sparks the business organization toward the maximum efficiency.

B. Statement 2.

Comment:
Excellent - develop further.

This is true but can it be used - looks like a lot of big words.

Yes.

By:
Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
Comments:

(Would insert the word 'effective' in the first line between the words 'through' and 'communication.') O.K.

In full agreement.

O.K.

Haven't there been some studies to show that, in certain factories, communication was excellent but the workers still distrusted management?

One means.

-- 

Assuming first that the ideas which are transmitted are the correct ideas to suit the case.

-- 

-- 

Obvious.

By:

Advertising Manager

Public Relations Manager

Consultant

Supervisory Training Manager

Management Development Mgr.

Personnel Manager

Controller

Executive Assistant

Production Manager

General Manager

VI. Postulates of Business Communication

1. Workers today are better educated and better informed than ever before, and they are becoming increasingly more so. This places great responsibility on management to communicate than previously.

A. Statement 1.

Comment:

Right.

Yes.

Definitely.

Yes.

By:

Personnel Manager

Mgr. Employee Relations

Supervisor of Public Relations

General Manager
Comment:
- -
It would seem so.
Agreed.
In full agreement.
True, if you mean 2-way communication.
I believe this is generally accepted as true.
Very true.
Yes.
Check. (underlines the word 'responsibility' in the fourth and fifth lines, comments "maybe 'desirability'.")
Not solely to communicate but to take this into account so that communications can be more effective.
Yes, and the key word is responsibility. There is a mutual responsibility on the part of both employee-employer to initiate useful communication.
True.

By:
General Manager
Consultant
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager

2. The worker informed of his stake in a strong, profitable company is more apt to:
   Feel secure in his job.
   Be more interested in his work.
   Be more loyal to his company.
   Be more productive.

B. Statement 2.

Comment:
Right.

By:
Personnel Manager
Comment: 
Yes.
Definitely.
Yes.
- -
Yes.
Let's hope so!
In full agreement.
True.
I believe this is generally accepted as true.
Sounds true - we believe it - but haven't seen proof as yet.
O.K.
Fourth item follows first three every time.
- -
When an employee finds interest in his work, he finds happiness. Effective communication channels can prompt interest.
True.

3. Management functions more efficiently when it knows the value of effective communication and accepts the responsibility for carrying it out.

C. Statement 3.

Comment: 
O.K.
Who is informing worker of this?

By: 
Mgr. Employee Relations
Supervisor Public Relations
General Manager
General Manager
Consultant
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager

By: 
Personnel Manager
Mgr. Employee Relations
Comment:
True.
Not necessarily so!
- -
Yes.
How true.
In full agreement.
True!
I believe this is generally accepted as true.
It could if they would.
Yes.
Check.
- -
It is also a wise management that accepts responsibility for learning when not to communicate.
Obvious.

D. Statement 4.

Comment:
O.K.
This is really something - supervisor doesn't usually have time to represent those he supervises.
True.
In the middle again.
- -

By:
Supervisor of Public Relations
General Manager

Supervisor of Public Relations
General Manager

Consultant
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager

4. Each supervisor represents the company to those whom he supervises and those whom he supervises to the company.
<table>
<thead>
<tr>
<th>Comment:</th>
<th>By:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes.</td>
<td>Consultant</td>
</tr>
<tr>
<td>O.K.</td>
<td>Advertising Manager</td>
</tr>
<tr>
<td>In full agreement.</td>
<td>Public Relations Manager</td>
</tr>
<tr>
<td>Right.</td>
<td>Consultant</td>
</tr>
<tr>
<td>I believe this is generally accepted as true.</td>
<td>Supervisory Training Manager</td>
</tr>
</tbody>
</table>

(Crosses out the words 'and those whom he supervises to the company')

Comments: With words crossed out - makes sense.

<table>
<thead>
<tr>
<th>Comment:</th>
<th>By:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes.</td>
<td>Personnel Manager</td>
</tr>
<tr>
<td>Check - at least this should be true.</td>
<td>Controller</td>
</tr>
</tbody>
</table>

Question the last part. Companies often look to unions, individuals, and other sources for this.

And therein lies a real problem: as a 20th century Janus should the supervisor be a transmitter or a filter?

<table>
<thead>
<tr>
<th>Comment:</th>
<th>By:</th>
</tr>
</thead>
<tbody>
<tr>
<td>True.</td>
<td>General Manager</td>
</tr>
</tbody>
</table>

5. Management must expect that most employees will assume that the communication of management is in its own self-interest.

E. Statement 5.

<table>
<thead>
<tr>
<th>Comment:</th>
<th>By:</th>
</tr>
</thead>
<tbody>
<tr>
<td>C.K.</td>
<td>Personnel Manager</td>
</tr>
<tr>
<td>Yes.</td>
<td>Mgr. Employee Relations</td>
</tr>
<tr>
<td>True.</td>
<td>Supervisor of Public Relations</td>
</tr>
<tr>
<td>Yes.</td>
<td>General Manager</td>
</tr>
<tr>
<td>Too true.</td>
<td>General Manager</td>
</tr>
</tbody>
</table>
Comment:
Yes.
Agreed.
In full agreement.
True.
Very often true.
True.
Yes.

Check - in an enlightened company the employees should recognize that company interest is their interest.

- -

Communication is self-motivated regardless of the original source.

This is natural in our form of economic society.

6. Within the formal channels of the company, listening implies action. Even the best listener will present a barrier to communication if no action follows the communication.

F. Statement 6.

Comment:
O.K.
This can happen - really stalls organization planning.

All talk and no do.
Correct.

By:

Consultant
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller

Executive Assistant
Production Manager
General Manager

By:

Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
Comment:

??

In full agreement.

I am very uncertain about this one.

Who is to take action?

True.

O.K.

Sometimes listening is the only action needed - "being heard out."

- -

I like the word implies here. Formal channels should provide for some follow-up to trigger the coiled listener.

True.

By:

Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager

7. The company "grapevine" must be viewed as purposive since people do not communicate unless there is some feeling of value derived from it.

G. Statement 7.

Comment:

O.K.

Yes.

Good place to "leak" info.

- -

- -

Yes.

??

In full agreement.

By:

Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
Advertising Manager
Public Relations Manager
Comment:
I am unsure.

Yes (to first line, questions rest of statement).

(Would suggest a rewording so that it would read 'of psychological value'.)

Yes.

Check.

--

People do communicate without expecting a derived value. When were you last at a cocktail party? And what of the phrase small talk, etc.? (Suggests a reference: How to Talk With People, Irving J. Lee, Hayn and Bros., 1952.)

True.

8. The effectiveness of much business communication is dependent on the position and/or status of the communicator.

H. Statement 8.

Comment:
Regretfully true.

True - we all like to listen to the boss - more so if he is saying something we like to hear.

True.

Not necessarily effectiveness but more impressive.

--

Yes.

By:
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager

By:

Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
Comment:
Agreed.
In full agreement.
Right.
Yes - but need not be the voice of the top man to be effective.
Yes and no.
Yes sir!
Check.
--
Yes, but much business communication is ineffective despite communication status because what is communicated is "jabberwocky."
True.

By:
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager

9. Gossip and good news are communication activities which management can expect to go on without direction.

I. Statement 9.

Comment:
Yes, but management can influence their effectiveness by cutting the meat out with good communication of their own.
False - good news never - gossip, yes.
With direction.
They may be but results may also be without direction.
--
But can they not be controlled, within limits?

By:
Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
10. The effectiveness of a particular communication is dependent on the communication history of the company.

J. Statement 10.

Comment:
Only partially - in fact I disagree with this statement in total.
Not entirely true.
Partially.
To a degree.
Yes.
Not necessarily.
In full agreement.
Right.

By:
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager

By:
Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
Advertising Manager
Public Relations Manager
Consultant
Comment:
Often true.
True.
Yes, to a large extent.
I don't agree - unless this implies that a particular communication follows a historical pattern.
Not necessarily. It is possible to develop credibility and acceptance of a new or changed communication act in spite of poor history.
--
True in most cases.

By:
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager

VII. Classification Systems for Business Communication

1. Business communication can be classified

Down - up - horizontal - inbound - outbound
Formal or informal
Oral - written - picture - action
Individual or group
Anonymous or identified
Management's initiative or individual's initiative
General subjects or specific subjects
According to purpose

Comment:
O.K., I guess.
Very difficult to classify any communicative action into any one class.
True.
--
(In first line crosses out 'Down - up' and would substitute 'vertical.')

By:
Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Comment:
Don't see that you've missed anything unless you want to add Flesch levels-of-difficulty as a classification.

??
In full agreement.
Yes.

--
Can't think of anything else.

--
Check.

--
I would hesitate to use communication of any kind that can be labeled anonymous.

These are all good classifications. General Manager

VIII. Basic Characteristics of a Company Communication Program

1. A company's communication program cannot be erratic or superficial. It must move by plan.

A. Statement 1.

Comment:
Definitely.

By:
Personnel Manager

Would be best if this were done.

By:
Mgr. Employee Relations

It can and often is.

By:
Supervisor of Public Relations

Can be but loses effectiveness unless planned.

--

By:
General Manager

Sounds quite important.

By:
General Manager

Consultant
2. A company's communication program must be built on a two-way basis. A program should be conceived as a method of talking to employees but seldom listening.

B. Statement 2.

Comment:  
What the hell are you pulling here! 
Don't understand this. 
Contradictory.
- -
Ambiguous statement? Should be two-way and employer should always listen.

Not clear. I would think a two-way basis with particular emphasis on listening would be preferred.

By:  
Public Relations Manager  
Supervisory Training Manager  
Personnel Manager  
Controller  
Executive Assistant  
Production Manager  
General Manager
Comment:

No.

I feel that listening (i.e., getting employees to think up new ideas, new methods, etc., and communicating these to management) can perhaps be more important than talking.

Right!

(Inserts the word 'not' between the words 'should' and 'be' in the third line and comments - Word missing?)

Second sentence not true.

??

(Also inserts the word 'not' in third line between 'should' and 'be'.)

What's this??

A communication program should be like a telephone, a built-in transmitter and receiver.

Listening is also important from the element of management.

3. The responsibility for conducting company-wide communication efforts cannot logically be centralized. The responsibility of evaluating company-wide communication efforts and of conducting special communication projects can logically be centralized.

C. Statement 3.

Comment:

Can be centralized organization wise - follow-ups and investigations can be local.

By:

Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager
Personnel Manager
Responsibility should be centralized to assure consistency of mode and contents of the communications.

I should think the responsibility should and could be centralized.

Agreed.

In full agreement.

I simply don't know.

First sentence - source, CO's do.

(Comment to first sentence) The beginning effort must come from a high level source or little will be done. (Comment to second sentence) Check.

Not in multi-plant operations - otherwise, yes.

Some phases of a company's communication efforts can be centralized; especially the written efforts thru house organs, etc., evaluation could be centralized but I question its desirability.

Responsibility should be centralized in all communication efforts.

By:

Mgr. Employee Relations

Supervisor of Public Relations

General Manager

Consultant

Advertising Manager

Public Relations Manager

Consultant

Supervisory Training Manager

Management Development Mgr.

Personnel Manager

Controller

Executive Assistant

Production Manager

General Manager
4. A company communication program should provide that every action by any management personnel should include planning for the communication of that action.

D. Statement 4.

Comment:

O.K.
Too much time spent in planning. Who would do the work?
In general, true.
A basic plan builds planning into it.
- -
Not sure.
Too rigid.
Question 'every.'
I believe so.
- -
Good theory.
Yes sir.
Check.
- -
Right. How many times have conferences ended in agreement on procedures, policies, but no effort was made to acquaint affected personnel with the results.
Also true.

By:
Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager
5. A communication program should provide that all information which contributes to a sense of confidence, security and belonging should be communicated first through the organizational line.

E. Statement 5.

Comment:

(Underlines the word 'first' in the fourth line and comments)

Before using public channels.

Yes.

Not necessarily; depends upon objectives.

Not always.

- -

Not sure.

Agreed.

Not necessarily - may sound too much like a propaganda machine going thru channels - unfavorable comments, yes - Favorable may (??) channels - and be more effective.

??

- -

O.K.

Yes.

Check.

- -

Obvious.

By:

Personnel Manager

Mgr. Employee Relations

Supervisor of Public Relations

General Manager

General Manager

Consultant

Advertising Manager

Public Relations Manager

Consultant

Supervisory Training Manager

Management Development Mgr.

Personnel Manager

Controller

Executive Assistant

Production Manager

General Manager
6. A company's communication program must provide formal or informal procedures through which an employee exercises his right to redress for real or imaginary wrongs.

F. Statement 6.

Comment:

O.K.
True.
Yes.

Very definitely.
-

Yes.

Informal.

In full agreement.
Yes.
-

Yes.

Yes - very important.

Check.

The industrial relations man and the (?) business agent are apt to disagree with you on this.

Maybe we should create a position: Job title, "Listener."

Logical.

By:

Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
General Manager
Consultant
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager
7. A company's communication program should provide that if one person in a department or unit is told, all who are equally interested or in need of the information must be told.

G. Statement 7.

Comment: O.K.

True - but am doubtful about how you plan to accomplish.

Not necessarily true; depends upon organizational objectives.

Must be carried on by groups of like responsibilities.

- -

Yes.

Sounds reasonable.

Agreed.

Yes.

- -

In theory maybe yes. Practically can't always be done.

Yes, definitely.

Check.

I would agree with this but it is sometimes difficult to evaluate interest and need and there is a very real danger of over communicating.

- -

Logical.

By:

Personnel Manager

Mgr. Employee Relations

Supervisor of Public Relations

General Manager

General Manager

Consultant

Advertising Manager

Public Relations Manager

Consultant

Supervisory Training Manager

Management Development Mgr.

Personnel Manager

Controller

Executive Assistant

Production Manager

General Manager
8. A communication program should insure that a communication be timed so that information about the company is communicated internally before it is released externally.

H. Statement 3.

Comment: Right.
Yes, but what company is doing this?
Ideal case from employee point of view.
Desirable, if possible.
- -
Would seem advisable.
Agree.
Agreed.
Yes.
- -
Sure should!
Yes!
Check.
- -
A real "morale buster" to learn of important company events in the city newspaper.
This is important and failure to follow will often cause problems in personnel.

By:
Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
Consultant
Advertising Manager
Public Relations Manager
Consultant
Supervisory Training Manager
Management Development Mgr.
Personnel Manager
Controller
Executive Assistant
Production Manager
General Manager
9. A communication program should insure that a communication be timed so that all who share responsibility for passing information do so as nearly simultaneously, accurately, and uniformly as possible.

I. Statement 9.

Comment:

O.K.

Yes - but what company is doing this?

Definitely.

Very helpful.

Would seem advisable.

Good idea.

Yes.

Yes.

Yes - hard to do.

Check.

Sounds good. Can it work? Isn't there too much of "I've got a scoop," in each of us?

This is also important for good organizational operation.

By:

Personnel Manager

Mgr. Employee Relations

Supervisor of Public Relations

General Manager

Consultant

Advertising Manager

Consultant

Management Development Mgr.

Personnel Manager

Controller

Production Manager

General Manager

10. A communication program should insure that a communication be timed so that a supervisor hears information before his subordinates.

J. Statement 10.

Comment:

O.K.

True.

By:

Personnel Manager

Mgr. Employee Relations
Comment:

Definitely.
Very important.

Would seem advisable.
A must!
Yes!
Amen!
Yes - hard to do.
Normally, but not necessarily always.
Try it the other way for a while and see what happens!
Also important.

By:
Supervisor of Public Relations
General Manager
General Manager
Consultant
Advertising Manager
Consultant
Management Development Mgr.
Personnel Manager
Controller
Production Manager
General Manager

11. The company's communication program should optimize personal contact between management and employee. This relationship should be strong enough for management to depend on in times of stress.

H. Statement 11.

Comment:

C.K.
Yes.
Definitely.
Good.
Yes.
Excellent.
Yes.

By:
Personnel Manager
Mgr. Employee Relations
Supervisor of Public Relations
General Manager
Consultant
Advertising Manager
Consultant
Comment:

Yes.

Very desirable.

Check.

The "let's be buddies" approach seldom works in larger companies where there are several layers of management. It's too tenuous to count on in emergencies.

This is difficult in a large organization.

By:

Management Development Mgr.

Personnel Manager

Controller

Production Manager

General Manager

12. A communication program should insure that every company policy has maximum acceptance; most company policies must be re-explained again and again.

I. Statement 12.

Comment:

O.K.

Yes.

True.

Hard to do but certainly should be worked on.

This fact is too often overlooked.

Yes.

Repetition is important.

Sounds right.

How?

Yes.

Check.

By:

Personnel Manager

Mgr. Employee Relations

Supervisor of Public Relations

General Manager

General Manager

Consultant

Advertising Manager

Consultant

Management Development Mgr.

Personnel Manager

Controller
Many managements achieve acceptance of company policy and then lose that acceptance when they insist on agreement as well. Company policies have to be constantly explained and re-explained if they are to be useful. But it seems to me that they should also be subject to change and re-change and that change should be directed from the bottom as well as the top.

Sound thinking and important.
APPENDIX C

DESCRIPTION OF PARTS OF INTERNAL COMMUNICATION PROGRAM FOR NATIONWIDE INSURANCE COMPANIES

RECOMMENDED MAY 20, 1955
RECOMMENDATION FOR
A MANAGEMENT COMMUNICATION WORKSHOP

There is nothing striking or revolutionary about the communication policies which have been written here. They should be and in many cases are already part of the administrative habits of the companies' executive and management personnel.

There is distinct value, however, in thoroughly exploring the implications of these communication policies. Such an exploration will lead the individual to a feeling of greater security when he must make a communication decision as an individual responsibility.

It would be particularly beneficial to mutually explore the problems of maintaining usable and used up-channels of communication. According to recent studies, for example, the need felt by agents to occasionally communicate outside channels directly with the home office presents a particular communication problem. The solution of this and other internal communication problems might well emerge from a management communication workshop.

The exact length and agenda for such a workshop cannot be proposed in detail at this time. However, such a program would need to be only a part day or at most a whole day affair.
RECOMMENDATION FOR
ASSIGNMENT OF SPECIFIC RESPONSIBILITY
FOR INTERNAL COMMUNICATION

Just as the external Public Relations (communication) program has two
dominant facets

a. To interpret the Company to the publics, and

b. To interpret the publics to the Company,

an internal program should also be two-fold. The program should be
aimed at the objectives of

a. Providing the skills, channels and opportunities for employee-to-management communication.

b. Providing the skills, channels and opportunities for management-to-employee communication.

The management-to-employee internal communication classification should
be further sub-divided into:

a. Communication aimed at employees en masse - mass communication.

b. Communication produced by an individual management person
aimed at an individual employee - or a special small employee
group - personal communication.

Because of the wide diversity of internal communication problems - as
well as needed skills, attitudes and devices to solve those problems - it is not easy to centralize internal communication responsibility.

For example, in order to maximize the effectiveness of employee-to-
management internal communication, there is needed:

a. Extensive training programs.

b. Establishment and maintenance of suggestion systems, grievance
systems, employee-management committees, gripe sessions, and
other usable and used communication channels.

c. Continuing personal evaluation and coaching of communication
skills and habits.

d. Continuing efforts to evaluate, understand, and interpret
employee attitudes and opinions and the communication of this
information to management.
Continuing efforts to appraise management of its responsibilities and effectiveness as a receiver of employee communication and to improve that skill whenever necessary and possible.

These activities are properly the outgrowth of the functions normally assigned to an office of Personnel. They are so assigned here.

In order to maximize the personal effectiveness of individual manager's management-to-employee internal communication efforts, there is needed:

a. A special training program.

b. An established description of the requirements of maintaining a posture of willingness to communicate and continued efforts to appraise management of its responsibility to communicate.

c. Established procedures for the communication of routine operational information.

d. Established procedures for handling the internal communication requirements of supervisory and inter-personal relationships.

In order to maximize the effectiveness of mass internal management-to-employee internal communication, there is needed:

a. A concentration of professional graphic and verbal skills for management's use.

b. The assignment of the responsibility to communicate for management to the employee-agent force - and win the acceptance needed for the communiqué.

c. The establishment and maintenance of usable and used mass communication media from management-to-employees and agents.

d. A "communication conscience" for management at each decision making level to assure the inclusion of internal communication provisions as a part of each decision.

e. An assignment of the responsibility to interpret management, the Companies, and OUR STORY in terms of employee-agent experiences and knowledges.

These distinct parts of an internal communication program cannot and should not be assigned as a single responsibility of a single individual. The skills and knowledges involved will work to the greater good of the Company as a whole if at the operative level specialisation is allowed to develop.

It is recommended therefore that the internal communication program be the joint responsibility of the Offices of Personnel and Public Relations.
This joint responsibility assignment assumes that the Office of Personnel would be primarily interested in the internal communication devices and channels used by employees to talk to management and the personal communication skills and habits of individuals, both management and employee. This assumption further recognizes that the Office of Public Relations is primarily interested in those devices and channels whereby management talks to employees en masse. It is recognized that there will be considerable overlap. This overlap exists as an inherent part of the primary functions of these two offices and could not be corrected by assigning the internal communication responsibility exclusively to either office.

The problem of lateral coordination in conducting an internal communication program is not insurmountable.
RECOMMENDATION FOR PUBLICATION OF
AN EMPLOYEE COMMUNICATION HANDBOOK

It is recommended that a communication handbook be published and that such a handbook include the following parts:

1. A section devoted to the ways in which an employee can:
   a. Ask for a raise.
   b. Submit a suggestion.
   c. Submit a grievance.

2. A "how to section" which tersely and briefly talks about how to:
   a. Write a letter.
   b. Write a memo.
   c. Use a telephone.
   d. Send a telegram.
   e. Use the various requisition and request forms.

3. A section which tells in narrative form the history of these companies.

4. A section which describes briefly the various products of the companies and how these products can be talked about to friends, policyholders, and prospects.

5. A section which deals with the cooperative background of these companies and how that background has and will continue to be a valuable part of the operations of these companies.

6. A skills section which gives hints on the development and use of the skills of:
   a. Interviewing.
   b. Conference participation.
   c. Question asking.
   d. Order giving.
   e. Order taking.
f. Formal and informal public speaking.

g. Others.

7. A section which deals with stenographic conventions such as:

a. Use of initials on correspondence.

b. Distribution of copies.

c. Punctuation and paragraph standards.

d. Others.

It is believed that a handbook which includes these sections and others
will be of considerable value in attempting to equalise the communication
skills and practices throughout the companies. Such a handbook will be
of particular value as the companies expand geographically. It is
through such a handbook that the company "personality" will remain con-
sistent in the eyes of the policyholder whether he is corresponding
with a regional office or the home office.

This communication handbook should be the property of each employee and
agent as long as that person is a part of these companies.
RECOMMENDATION FOR
A PROGRAM OF CONTINUING COMMUNICATION REVIEW
OF COMPANY METHODS AND PROCEDURE RELEASES

The company personality will not exist if it is only put into employee
periodicals and other such publications. It must also exist in the
day-to-day communiques which run the business.

The procedures and methods releases which emanate from the home office
are most important in this respect. It is important that the language
and mood of these releases convey as much as possible the "working
together" implication.

It is understood that such a review cannot be done without the coopera­
tion and assistance of the Office of Secretary. If this review is
restrained to editorial assistance such cooperation can be anticipated.

The technical problems of communiqué distribution which exists in the
methods and procedures departments should be studied in an attempt to
discover a standard distribution pattern for other internal releases.
RECOMMENDATION THAT
AN AUDIO-VISUAL AID UNIT BE ESTABLISHED

It has become increasingly clear in the past few months that some standardisation is needed in the cost, production, and use of audio-visual aids. The Offices of Sales, Claims, Underwriting, Personnel, and Public Relations - and on occasion, Secretary and Actuarial, too - have used these devices, and plan to use even more in the future.

Most audio-visual aids are being used to "package" training or indoctrination courses. Some, however, are used in both external and internal mass media, such as television, or in connection with speeches and special presentations to the general public. They range from simple posters to 16-mm. sound, color movies; in between are slides, film strips, flip charts, photo displays, felt boards, animated exhibits. They range in cost from a few dollars (a poster) to $50,000 (an institutional movie).

As close as we've come to an audio-visual aid unit has been when someone has asked Public Relations to help produce some item. The request for help has usually been answered by the assigning of a writer, a photographer, an artist, and sometimes a sound man, to the project. This has been done, although heretofore Public Relations itself has had no unit specifically staffed and equipped for this purpose. The jobs have always been undertaken as "extras."

Because of this lack of an effective internal production unit, the great majority of the audio-visuals used have been produced by professional commercial studios. The evidence is that these services have not been bought wisely. Complicated and confused devices have been bought when simple ones would have been more effective. Expensive visuals have been contracted for when less costly ones would have done the job better. In general, we have suffered by the absence of professional advice both in the procurement of visual production services and in the quality, or lack of it, in the audio-visual products received.

A complete study of comparative costs has not been undertaken, but preliminary surveys show only too clearly that a central audio-visual aids unit would be an actual economy for the companies. A rough estimate of the internal production cost by each of three audio-visual techniques, based on one 15-minute talk using 30 visuals would be:

1. By slides and tape:  
   $17.00 for slides, bound in glass  
   3.50 for tape  
   $20.50 total

2. By film strip and disc:  
   $12.75 for pictures  
   180.00 for processing into film strips  
   3.50 for tape  
   7.70 for dubbing to disc  
   $203.95 total

3. By movie film:  
   $200.00 approximate total
By way of comparison, if we were to purchase the above film strip and disc device from a production agency - even the local one - their charge would be $1,400-$1,500. This example is all too real - it has already happened with even greater differences.

We recommend, therefore, that a visual aids unit be established. This unit should contain all the art, photo, and sound resources needed to produce those audio-visual aids which can most economically be produced internally, and which will serve as an office of price and quality controls for such devices produced under contract by outside studios.

One point should be underscored here: Creative control, as well as production control, must be centralized in this unit. Unless it is the value of professional service can be - and as usual, will be - lost. The great value of specialisation is in its economy. If a professional unit such as this is used to satisfy whims - rather than to answer needs - the unit's value and economy will become nothing and the unit itself will be an organisational luxury.
RECOMMENDATION FOR
A PROGRAM OF COMMUNICATING THE COMPANY STORY
TO AGENTS AND EMPLOYEES

This recommendation presupposes that:

1. The basic elements in the company story have been defined and are understood and endorsed by top management.

2. The principles of communication referred to earlier are understood and accepted by top management.

3. The responsibility to communicate is recognized at all levels of management and this responsibility is consciously integrated into the management or supervisory function.

4. The authority to direct and control communication policies has been established and delegated to an officer of the companies.

These things presumed, then it is possible to plan realistically for an integrated, company-wide internal communication program, like this:

What Is Communicated

Just for purposes of simplification, let's agree that when we speak of the company story we mean:

1. What we are doing, and

2. What we believe.

The company story is both practice and philosophy. It is facts and opinions; actions and attitudes. Our story is both our corporate conduct and our corporate ideals, and it is important that we keep this in mind; the credibility of the story - the degree to which it is believed and supported - depends almost entirely on the proximity of one to the other.

Let's descend now to the language of journalism. What we hope to communicate can be classified handily as news on the one hand, and editorialization on the other.

News includes all those facts about our day-to-day activities which interest our internal public, and particularly those facts which affect the work situation (changes in personnel, changes in personnel policies, new office regulations, the introduction of new coverages - in general, change of any significance).
Editorialisation includes such things as interpretation of our company activities; the articulation and promotion of our principles and objectives; in general the ideas which make us a cooperative-minded organization and which generate our growth, both corporate and personal.

An internal communication program, therefore, must operate on two tracks, both going in the same direction and both laid out by the same engineer, but each designed for a special kind of traffic. The "news" track carries specific and usually ephemeral information - carries it fast and to the point. The "editorialization" track is built for heavier, slower traffic carrying more durable cargo. One track carries facts about people and events; the other carries ideas - especially those ideas which make the people and events purposeful; in short, our philosophy.

Most significantly, these are two-way tracks. They lead from management to employees and agents, and back again. The two tracks are essential to our program because it is through this constant intercourse of facts and ideas that our "in" public gets not only a clearer understanding of the companies but becomes more personally committed to our principles and objectives.

The purpose of an internal communication program is to keep these two tracks open at both ends, to build some of the material conveyed, and to regulate the traffic.

The Media for Internal Communication

An internal communication program should consider both formal and informal media. Unclassified, some of them are:

1. Reading racks
2. Special exhibits and displays
3. Bulletin Boards
4. Training programs
5. Job descriptions
6. Meetings of all kinds
7. Speeches
8. Employee manuals
9. Company publications such as
   a. The Dividend
   b. TOGETHER
   c. The Assistant
   d. The Challenger
Some of these clearly are better for conveying news - that is, communicating what we do as we do it. Others are better equipped to editorialize. Some are versatile enough to do both. We need them all. More important, we need to use them intelligently.

There is no particular trick in getting the companies' activities reported to employees and agents. We need merely to have a central news-gathering unit, staffed with competent personnel, and the facilities to publish.

In truth, we already have most of the physical properties of such a unit. But what has been missing, and what is imperative if the job is to be
done as it should be, is a basic commitment by management to the principle that employees have a right to know about all of those things about the companies that interest and affect them. As an editorial aside, it might be noted here that we ought to start practicing freer communication, or stop talking about economic democracy.

Whereas the reporting of news cannot be formally programmed, long-range planning and follow-through are not only possible but essential in the communication of our philosophy. What we are talking about here, really, is indoctrination or, to use a politer word, education. And, obviously, we need to inaugurate a continuing indoctrination program if all our people, new and old, are to act in accord with our corporate principles.

It is recommended, then, that in the fall, coincidental with the introduction of our new name, we launch a company-wide program involving all media, which will focus attention of each of the following aspects of our company story and integrated by the common theme, "People working together can do anything."

1. Our History

2. How We Operate (sponsors, nomination and election of directors, management structure, Advisory Committee of Policyholders - all part of a process working toward more economic democracy)

3. The Taxes We Pay

4. The Claims We Pay

5. What Happens To All That Money? (our investment program)

6. Beyond insurance (our subsidiaries and other affiliates)

7. Our Personnel (policy on salaries, benefits, promotions, selection, productivity, etc., etc.)

8. Our Agents (their selection, training, rewards, how they work)

9. Our Insurance Coverages (all 1,000 of them)

10. Decentralization and How It Works

11. How We're Different

It is recommended further that when this initial series is completed, the values and ideas thus defined become integral parts of our permanent training courses, that they be built into the editorial platforms of all company publications, and that they be dramatized and restated periodically through special company-wide projects.
RECOMMENDATION FOR
A PROGRAM OF EDITORIAL COORDINATION
OF ALL COMPANY PERIODICALS

1. That the position of Coordinator of Company Periodicals be established and staffed. This job is to be within the Office of Public Relations and include as its basic functions:
   
a. The continuous, evaluation and critique of all company periodicals in terms of professional criteria. (This is not to imply control by the Editorial Coordinator of the editorial policies of the several company publications; as always, administration of editorial policies is the special responsibility of each individual editor.)

b. Advising and counseling, as necessary or requested, the several offices on problems of publication of periodicals.

c. Servicing all editors with company news, particularly news of management decisions.

2. The creation of a Committee of Company Editors, with this Coordinator as permanent chairman.

3. The assignment of specific functions to this committee which shall include:

a. The maintenance of high professional standards in all company publications;

b. The preservation of the editorial integrity of each publication (by this we mean that each publication should be edited for a specific reader-group);

c. The concerted communication of the company story to all employees and agents.
RECOMMENDATION FOR
COORDINATING INTERNAL COMMUNICATION TRAINING

Practically every training program deals with one problem of communicating or another.

A management development course, for example, if it is realistic must not only deal with a management factor or function but also with how such a process is affected. Since in a civilised society we alter each other's behavior by verbal persuasion rather than physical coercion, a manager's activities are essentially communication. A sales training course similarly deals with just another kind of communication.

Since communication skill is a common ingredient in all but the most technical of training, and since the companies' training efforts are decentralised administratively as well as geographically, the need to exert some co-ordinative and integrating influence seems obvious.

It is recommended, therefore, that all company training courses be reviewed and critiqued in such a way that there is a company-wide consistency in our approach to our communication problems wherever they may be.
RECOMMENDATION FOR
A PROGRAM OF EVALUATION AND MANAGEMENT
OF COMPANY MEETINGS

One of the most important channels of communicating internally is through meetings. It is also true that the company personality is most obvious in the way its meetings are conducted.

The Office of Operations has in the past offered advice and counsel for the arranging of meetings involving large groups of regional employees. This advice, however, has not extended to the point where the home office has attempted to structure such meetings.

The members of regional management who have been responsible for planning and arranging large regional meetings have occasionally expressed discomfort because of their inexperience in this area.

Both the Offices of Operations and Personnel have occasionally evaluated regional meetings, although there has been no consistency of such a service. Other meetings, such as,

. Advisory Committee of Policyholders
. Occasional management, sales, claims, underwriting, service, or personnel meetings
. Special meetings

have had no formal evaluation service.

It is recommended that meeting evaluation criteria be established and published and that a program of evaluating meetings be conducted. It is further recommended that a service of meeting management training and/or counseling be offered.

This program to include the following features:

1. Evaluation of meetings.
   a. Setting criteria of evaluation
   b. Compare FBIC meetings with other meetings - within and without industry
   c. Creation of measuring instruments -
      (1) Attitude scales
      (2) Experience inventories
      (3) Expert evaluation
      (4) Other
   d. Communicating the evaluations
2. Providing a planning service.
   a. Card file of available speakers and meeting leaders - in-company and out
   b. Historical records of past meetings with record of successes and failures
   c. Collection of technical knowledge about -
      (1) Scheduling
      (2) Facilities
      (3) Communication requirements
      (4) Negotiating with hostelries
      (5) Publicity
      (6) Exhibits
      (7) Dignitaries

3. Providing training.
   a. The rhetorical, theatrical and psychological techniques used in inspirational meetings -
      (1) Use of singing
      (2) Use of humor
      (3) Use of "straight-men"
      (4) Pacing the program
   b. The mechanics of "toast-mastering"
      (1) Introduction
      (2) Handling dignitaries
      (3) Timing
      (4) Use of humor
      (5) Making presentations
      (6) Preparing the surprise speaker
      (7) More
   c. Getting full use of meeting site facilities -
      (1) Meeting rooms
      (2) Dining facilities
      (3) Recreation facilities
   d. Using the hostel staff -
      (1) Gratuities
      (2) Using a staff member as a liaison
   e. Use of home office facilities -
      (1) Officers of companies
(a) as speakers
(b) as meeting leaders
(c) as ballast

(2) Special staff

(a) for research
(b) for display monitors
(c) as experts in meetings
(d) for special demonstrations

(3) Special equipment

(a) projection
(b) sound
(c) display
(d) art
(e) music

f. What to do with special guests when they're not working

(1) Buddy-system
(2) Arranged recreation
(3) Other

g. How to follow-up -

(1) "Tell 'em they had a good time!"
(2) Send nice summary piece
   (a) Don't forget wife
(3) Record experiences for next guy.
There is no way to estimate the number of man hours being used annually to produce speeches which are given by company officers and executives. Many men are known to spend time preparing speeches for persons other than themselves.

The practice of ghost writing speeches is not one which should be hidden from ourselves even though it is wise not to share such information with the audiences listening to a speech. As we grow in size the incidence of requests for speakers will increase. The problem of producing speeches necessary to respond to these requests will become more severe.

It is, therefore, recommended that the need for a speech writing service be recognized by assigning the responsibility as part of the official function of an office. This service should be available to any company officer or top executive who requests it in preparing speeches which he gives as a representative of the Companies.

The preparation of speeches should be done in such a way as to consistently increase the ability of each officer and executive in preparing his own speeches and increasing his own speaking effectiveness.
RECOMMENDATION FOR
AN EMPLOYEES SPEAKERS' BUREAU

(This recommendation is in both the areas of internal and external communication.)

There are continuing requests directed to individuals for speakers to appear before service clubs, civic groups, educational groups, other companies, business and professional groups, and groups of our own employees.

The number of requests for speakers could be increased and if satisfactorily filled could result in considerable public relations good. The usefulness of speakers before local agent groups, family forum and policy-holder groups could be increased if an organized effort to do so were made.

During and immediately after the company name change transformation the incidence of requests for speakers to appear before Columbus community groups should be increased through the active encouragement of the companies.

It is recommended that the following plan be implemented:

1. All graduates of an senior students of a Toastmaster or Toastmistress Club be invited to join a company speakers bureau.

2. All other employees be invited to join the speakers bureau provided they are willing to audition before a selection panel.

3. Each person who becomes a member of the speakers bureau be asked to provide a list of topics on which he feels qualified. These topics can include:

   a. Company history and/or philosophy.
   b. Company products and/or services.
   c. Company plans.
   d. Any part of the companies' activities.
   e. Personal job or skills such as "the experience of an insurance adjuster."
   f. Personal adventure or travel.
   g. Personal hobby.
   h. Book reviews.
   i. Dramatic readings or skits.
   j. Others.
RECOMMENDATION FOR
A BULLETIN BOARD PROGRAM

At the present time there is neither a policy nor an objective guiding the use of company bulletin boards.

Present usage of the bulletin boards located in the home office buildings does not result in the companies' realizing the best possible internal communication benefit.

Use of bulletin boards following an intelligent policy and established to achieve a reasonable objective, can provide the companies with an efficient, effective, and economical means of communicating with all levels of employees.

It is recommended, therefore, that a program be established of using company bulletin boards as a supplemental communication channel.

The bulletin boards should be varied and balanced in style and occasionally humorous. They should deal with such things as:

- Activities Association announcements.
- Future plans of companies.
- New equipment, product, or employee activities.
- Financial reports.
- Causes of losing business.
- Research results.
- Special events.
- Production records.
- Sales records.
- News about cooperatives and cooperative actions.
- Companies' costs.
- News of our competition.
- Company or national institutional promotion.
- Interesting photographs.
- Anniversaries of the companies.
- Interesting correspondence of any kind.
- Suggestions about working "smarter."
- Others.
RECOMMENDATION TO
FACILITATE INFORMAL LATERAL COMMUNICATION
AMONG TOP EXECUTIVES

A vital part of the "closing the gap" study done for us by the Dichter Institute for Motivational Research is a description of people's needs for love, friendship, and protection. These needs exist for all people, even if they are top executives of our companies. It is impossible for these needs to be satisfied unless the opportunities for communicating together are maximised.

The need to increase the firmness of the feelings of friendship, respect, trust, and security between and among the president and vice presidential team of these companies exists today. This problem must be faced and solved if we are to live our espoused belief of working together.

A virile start to the solution of this internal communication problem will be made when a way is found to structure increased opportunities for informal communication between and among these key people.

It is recommended, therefore, that the board room and/or the board dining room be re-designed in such a way that an executive lounge is created on all days when the rooms are not being used for their primary purpose; that frequently and regularly hour-long morning coffee sessions be held in these rooms and that the president and vice presidents (and perhaps other senior officers) be encouraged to attend these sessions. Occasionally outside thought leaders should be invited to these sessions to talk informally about ideas of importance to our own philosophical structure.

One thought should be underscored on this recommendation: These meetings must be regular and regularly attended if they are to serve the purpose of improving intra-management confidence and rapport.
APPENDIX D

HOME STUDY AND INSTRUCTION MANUAL DESIGNED
TO INCREASE SKILL IN HOLDING SMALL GROUP DISCUSSIONS
WITH INSURANCE COMPANY POLICYHOLDERS
LOCAL POLICYHOLDER MEETINGS

There are two parts to the policyholder participation program which involve you - the Agent - directly. They are:

1. Holding an annual local policyholder meeting.

2. Forming a local discussion group for more thorough discussion of some topic.

You would start this whole process by taking the initiative in planning and conducting a local policyholder meeting. As you do this you help build a broader base under our whole policyholder participation program and thus add breadth and depth to the opinions and recommendations coming out of the Advisory Committees of Policyholders. At the same time you create invaluable support for yourself and for your program of service to people in your community.

This reference manual devotes four sections to a discussion of the techniques for conducting a successful annual policyholder meeting.

One of the topics suggested for consideration at your policyholder meeting is the possibility of several policyholders and their wives joining with you and your wife in forming a local discussion group. The plan would be to hold five monthly meetings, in each other's homes, to get better acquainted and to more fully discuss some selected topic of mutual interest. This, as you see, would be the final move to take our policyholder participation program back to "the grass roots." Of equal importance, it would develop a small group of loyal, informed policyholders who would help put you in real "service with people" right in your own locality.

There is a section in this manual which tells more about forming and conducting a policyholder discussion group. Much of the material can and should also be used in conducting discussion group meetings.

REMEMBER TO USE THE POSTAGE-PAID POST CARD TO REPORT YOUR POLICYHOLDER MEETINGS.
HOW TO PLAN YOUR MEETING

Now let us consider when you should hold your annual policyholder meeting and what kind of meeting you'll hold. Also, let us consider how to get policyholders to attend and how the cost can be held to a minimum since you will bear any expense incurred in connection with your local meetings.

Time of Meeting:

If you will refer to the diagram on the last visual page in the front of this portfolio, you'll see how your local meeting fits into, and is the beginning of the total yearly cycle of policyholder meetings and activities. You will also note that local policyholder meetings are scheduled to be held in September or October. It is assumed that your District Sales Manager will confer with you and your fellow agents to schedule both the local meetings and the district policyholder meeting which should follow in October or November. In this way, all the policyholders who attend local meetings can be told the exact time and place of the district meeting and urged to attend.

Kind of Meeting:

Two types of meetings are presented for your choice. They are:

1. No expense - a small meeting in your home or some free space.

2. Minimum expense - a larger, more public type of meeting.

Your choice of the kind of meeting you will plan may be based partly on your opinion of the relative values of the two types, and partly on your willingness to spend money on this kind of public relations project. Plans for each type of meeting are outlined below:

I. The no expense meeting.

A. Where should such a meeting be held?

1. Your home.

The selection of your home as a meeting place has the advantage of building virtually indestructible bonds between you and the policyholders who attend such a meeting.

2. A free meeting room in District Office, a church, school, or civic building.
B. How many people should you invite to such a meeting?

1. The first consideration in this matter is the size of the room in which the meeting is to take place.

2. Otherwise, the best size group for discussion purposes has been established as between 12 and 16 people. Since you will be inviting both policyholders and their wives, it seems best to plan on having 6 to 8 couples.

C. How do you extend the invitation?

1. Included near the front of this reference manual are visual pages designed to help you present the policyholder meeting project in a face-to-face situation. The very best way to invite a policyholder to attend your meeting is to invite him in person using those visuals, and the suggested presentation of the Participation Program to a policyholder which is included in the front cover.

2. In the event that it is impossible for you to see each of the policyholders whom you would like to invite, the next best thing is to use the phone. It should be remembered in extending an invitation over the phone that most of us like to have an opportunity to check invitations with our wife or husband. Therefore, you should plan on making two calls per invitation - one to extend the invitation and one to get an acceptance.

3. It should be observed here in passing that use of mailed invitations for a small, informal group will probably be less than successful. You should use either the face-to-face invitation or the phone invitation.

D. Whom should you invite?

1. Invite policyholders whom you know reasonably well. This does not mean that you should invite only your closest friends, but it does mean that you should invite people with whom you have had some friendly association.

2. Select those you invite in terms of your opinion as to whether each member of the group will enjoy being with the other members of the group and will be congenial in a small, informal-type meeting.
3. If you select people who you believe will enjoy each other, and if you extend the invitation in person or by phone, you can be sure you've taken the biggest step in making your policyholder meeting a success.

II. Minimum expense meeting.

A. Where should such a meeting be held?

1. If you are willing to invest a small amount of money in the rental of a meeting room, you should check with such organizations as:

   Schools
   Churches
   American Legion
   Civic or social organizations who have their own meeting facilities
   Hotels or restaurants that rent meeting rooms.

2. If you rent only the meeting room, you should spend no more than $15 for the facilities, unless you're in a large metropolitan center. Even then, if you elect to buy some sort of refreshments such as coffee and pastries from the establishment, the meeting room itself should be cost free in exchange for your good patronage.

B. How many people should you invite?

1. The answer here again depends upon the size of the room that you have available. If you are going to mail invitations, you should count on no more than 8% of the people you invite to actually attend the meeting.

   a. From experience gained in holding such meetings in METRO, New York, it is reasonable to expect that approximately a third of the 8% of your policyholders will bring their wives. Thus, in terms of actual people, you can expect approximately 10 or 11 people per 100 policyholders invited.

   b. So, if your room will hold 25 people - you can safely invite by mail 200-250 policyholders.
2. The best size for group discussion purposes is still between 8 and 12 people. So, in a larger meeting such as this, you should have facilities to divide it into smaller discussion groups to be held simultaneously.

   a. Here you should use a technique referred to under the title of, "Buss Sessions." The actual use of this technique is discussed in the section of this reference manual entitled, "How to Conduct a Policyholder Meeting."

C. How to extend the invitation.

1. It would be impractical for you to attempt to either see or call all policyholders for this larger type of meeting, although both of these methods can and should be used to supplement the mailed invitation.

2. It is recommended that you use a letter of invitation with a return post card. This method is not new, it has been used successfully in arranging for Agent-policyholder meetings in the METRO region.

   a. In the chapter of this reference manual entitled, "FORMS," you will find a direct mail letter and a return post card that has been designed for this purpose.

   b. Cost. You need to plan on investing a penny each to buy the letter, direct mail envelope and return post card from your Regional Office. Your order should go in at least 3 weeks before your mailing date. You will also need five cents per invitation for postage (a 3¢ stamp on the letter and a 2¢ stamp on the return post card). You will need to make arrangements to have envelopes addressed and the time and place of your meeting typed in the letters. Altogether, you should count on total cost being approximately eight cents per invitation.

3. You could also design and produce your own invitations. If you do, be sure to include in your invitation an easy method, such as a return post card, for your policyholders to indicate whether
they will come to the meeting. Without such information, it is almost impossible for you to plan appropriate facilities.

a. If you do design your own invitation, a report of your experience with it would be of considerable interest to the Home Office Policyholder Relations Department.

D. Whom should you invite?

1. It is best to invite all of your policyholders. If you have too many policyholders, you will need to use some sort of selection.

a. You could use random selection, that is, select every other card in your policyholder file. Or you could select some special kind of policyholders. For example, policyholders who have had a claim in the last couple of years, or those who have a youthful driver in the family and so on.

E. Conclusion:

1. Summary of probable cost:

For the purposes of the below summary, it is assumed that you will invite approximately 250 policyholders to your meeting. This would mean that you could normally expect 20 to 25 people to attend the meeting.

a. Expenses without serving refreshments:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invitations, 250 at 8¢ each</td>
<td>$20.00</td>
</tr>
<tr>
<td>Meeting room, approximately</td>
<td>$15.00</td>
</tr>
<tr>
<td><strong>Total cost</strong></td>
<td><strong>$35.00</strong></td>
</tr>
</tbody>
</table>
b. Meeting with refreshments:

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invitations</td>
<td>$20.00</td>
</tr>
<tr>
<td>Refreshments, 25 people</td>
<td>$18.75</td>
</tr>
<tr>
<td>people at $.75 each</td>
<td></td>
</tr>
<tr>
<td>Total cost</td>
<td>$38.75</td>
</tr>
</tbody>
</table>

2. For this larger type meeting, it is recommended that you make an effort to get your District Sales Manager, the Field Claimsman, and some representative from the Regional Underwriting Department to attend your meeting. You then will have available a board of "experts" to help answer questions on technical matters.

REMEMBER TO USE THE POSTAGE-PAID POST CARD TO REPORT YOUR POLICYHOLDER MEETINGS.
HOW TO CONDUCT YOUR MEETING

Whether you hold a small meeting in your home or a larger meeting, there are some things you can do to substantially increase the chances of a successful meeting. Doing these things will help to convince your policyholders that:

1. You consider the meeting important.
2. You know how to conduct an interesting meeting.
3. What they say will count.

I. Planning the program.

A. No meeting can be successful unless the leader knows what he is going to do and approximately what his time schedule will be.

B. Suggested program.

8:00 Call meeting to order.
   1. Welcome your policyholders.
   2. Introduce each policyholder - or have each policyholder introduce himself.

8:20 Use the film strip and script to explain purpose of meeting, or use script alone if film cannot be used.

8:40 Begin the discussion. (See next section on how to conduct discussion.)

9:25 If you are holding a large meeting, divide group into "Buzz Sessions." (See next section.)

9:30 Refreshments (optional). Served during buzz session for large meeting - if smaller meeting, just stop for refreshments.

9:45 Re-convene meeting. Hear reports from buzz sessions.

10:00 Present the possibility of a policyholder discussion group and invite policyholders to form such a group. (See folder in front cover and final section of portfolio for details.)

10:30 Close the meeting, being sure to urge each policyholder to attend the forthcoming district policyholder meetings. (See other suggestions on "Closing" at end of this section.)
II. Use of film strip.

A. The film strip and the speech to go along with it, have been prepared for your use in these meetings. With just a little rehearsal on your part, they will help you put a professional touch on your meeting.

B. Where to get a projector and screen.

1. Projector.
   a. There are projectors in regional or sales region offices.
   b. Virtually all schools have film strip projectors that can be borrowed or inexpensively rented.
   c. Many churches have such machines.
   d. Other business firms, particularly those with training programs, have them.
   e. Many hotels also are so equipped.

2. Screen.
   a. All of above, plus anyone who has a home movie or 35 mm camera.
   b. Or use a white bed sheet.

C. How to use.

1. Most machines you simply thread the film in the top and let it feed thru as you turn over the frames.
   a. Just experiment a little - after reading the directions on the machine.

D. How to use film with the speech.

1. Speak the introduction with the lights still on.
2. Turn off lights and turn on projector to first frame.
3. Just follow the script.
   a. It will help if you can get someone to run the projector for you so you can be in front of the group.
III. How to set up the room.

A. For a small meeting.

1. Your judgment tempered by the size of the room is better than anything we can write.

2. A semi-circle will probably be best.

B. For a large meeting.

1. Seat the policyholders around the connected tables.

2. The best table arrangement is the "U shape.

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3. If you get this arrangement, the best place for you, the Agent, and your crayon board and screen is at the open end of the "U."

4. Another, but less desirable arrangement, is to have a "speakers' table" with guest tables placed at right angles to it.
5. The least desirable - actually, almost impossible - arrangement for you is the "dining room" set-up. In this case you have the prospect of each small table becoming a side discussion of its own.

Speakers' Table

IV. Use of crayon board.

A. It is much easier to run a discussion if the discussion leader (that's you) writes the topics of discussion on a black board or crayon board so that the entire group can see as well as hear.

1. Since you also should keep a temporary record of your meeting, it is recommended that you use a large pad of plain paper (carried by office supply stores - approximate size 22" x 30") and write on it with a black crayon. (You can use a somewhat smaller size for the smaller meeting.)

B. Set the pad up on an easel, rack or table at the front of the room, and write down the items as they are presented by your policyholders.

1. Do not try to write complete sentences. But, if the contribution is a question, be sure to use a question mark; if it's a suggestion, use a period.
   a. Answers to questions or modifications of suggestions can be included by indenting slightly.

2. Don't be afraid to turn your back to the audience so you can write with a heavy legible hand.
3. Write only one item or subject per page.

4. When it's time to start a new subject, flip over to a clean page before asking for other questions or suggestions.

5. You can use this record to report to your DSM the results of your meeting.

V. Forming a policyholder discussion group.

A. After you have summarized your meeting, you can point to the topics that have been presented and point out that any of these would benefit from further discussion.

B. Then offer to sponsor a discussion group to consider these or other problems, as explained in the last two sections of this reference guide.

VI. Closing the meeting.

A. Tell the policyholders again that NATIONWIDE is really interested in their ideas. Invite policyholders to call you should they have a question, suggestion or criticism at any time.

B. Mention that a district meeting such as this will be held soon and you hope they will attend.

C. Offer MINUTES subscription. (This you arrange, as usual, thru your Regional Personnel Manager.)

D. Thank everyone for coming.

E. Adjourn the meeting.

REMEMBER TO USE THE POSTAGE-PAID POST CARD TO REPORT YOUR POLICYHOLDER MEETINGS.
HOW TO GUIDE A POLICYHOLDER DISCUSSION

A. Opening the discussion.

1. Tell the group how the discussion period will operate.

   In general, the instructions are good common sense. Below are listed some special instructions that might be used:

   a. Point out that you do not consider yourself an expert or an authority on all subjects. You cannot answer all of the questions which will be raised, nor offer solutions for all of the problems presented.

   b. Your chief function will be to help the group raise questions and problems and try to keep the discussion on the topic being considered. You will also help the group summarize its thinking and arrive at recommendations.

   c. Each policyholder can help by entering into the discussion and speaking freely, giving the group the benefit of his viewpoint and experience.

2. In opening the discussion, you can help by suggesting subjects that may be of interest.

   a. Some topics which have been of interest in other policyholder meetings are:

      - "How can 'good drivers' be given lower rates?" (Merit - demerit rating.)

      - "What liability coverage should an auto policyholder have in this day of high court decisions?"

      - "What can be done about high jury awards?"

      - "How can traffic safety be improved?"

      - "What should we, as policyholders, know about Compulsory auto insurance?"

      - "What can policyholders do to help reduce their insurance premiums?"

      - "How much of what type of insurance should a person carry on a house?"

      - "How should the average man plan his life insurance so it works best with Social Security?"
Weaving your suggestion of topics around a specific incident from your own experience will help create interest. It is important that introductory remarks be brief and to the point.

B. How to start discussion.

1. The natural inclination of meeting group members is to observe rather than participate. Your first important task is, therefore, to let the group know that it is time to get the ball rolling. A simple statement such as, "Now, let's get your questions and comments recorded," is a satisfactory invitation to participate. Don't be afraid of silence - it will help to start others talking.

C. How to maintain control of the discussion.

1. The discussion can get out of control in two ways:

   a. You can lose control of the subject under consideration and the discussion group takes off on a tangent.

   b. You can lose control of the emotional environment in which the discussion is taking place and tempers are lost and nothing is accomplished.

2. Keeping control of the subject matter.

   a. Discussions usually get off the subject by policyholders changing the subject while talking too long at a time.

      (1) The most effective device known to keep the conference on the subject is through the use of a topic check list on the crayon flip chart or blackboard. This device, which lists each item in turn as it is being considered, keeps continuously before the group the topic which should be the subject of their contributions.

      (2) If a policyholder gets off the subject, you can either summarize that part of his contribution which is on the topic - or ask the question, "What point are we considering now" - or, "Are you considering the same point that is before the panel at the moment?"

      (3) If you do not have the time to both lead the discussion and use the crayon board, a policyholder can be asked to perform the crayon board tasks.
3. Keeping control of the emotions.

All policyholders should have an opportunity to contribute and participate equally in the discussion or emotional control is not possible. This cannot always be done unless you attempt to handle certain problem cases. Some suggestions for controlling personality types are given below:

a. The person who wants to impose his opinion on everyone else - the "know it all."

Encourage the other policyholders to comment on this person's remark. Let the rest of the group take care of it. As they build up their confidence as a group, they will be less imposed upon by this type of individual.

b. The person who wants to argue.

Keep cool. You should not lose your head nor allow others to do so. Use questions, draw the individual out and, finally, you will give him enough rope and he will seem to himself absurd or far-fetched.

c. The person who thinks you are telling him how he should think and resents it.

Try to get this individual to feel that you really want his experiences and thoughts by giving him every possible opportunity to express them. It helps also to talk to him privately during a break.

d. The individual who wants to do all of the talking.

Be tactful - but interrupt and ask others to comment if necessary. Don't look at him when you are presenting questions. This will make it difficult for him to get the floor.

e. The obstinate individual - the one who has no time for discussions or newfangled ideas.

Study the individual to determine his likes and dislikes, and special interests. Try to win his personal friendship. Extend and amplify the good points of his contributions. Gradually, he can be won over.
f. The disinterested participant.

If possible, quote tactfully some statement the policyholder has made to you at some other time. Try to bring up something in which you know he is interested.

g. The person who attempts to get your opinion instead of giving his own.

Refer his questions back to the group and then refer back to him to see if the answer is satisfactory.

D. How to close the discussion.

1. You should summarize.

a. The policyholder discussion groups might seem to some policyholders to be a waste of time. This could be particularly true if policyholders leave the discussion feeling that nothing has been accomplished. It is important, therefore, that when they leave, the conclusions and recommendations of that group be clear and fixed in each policyholder's mind. This is the function of your summary.

2. What should the summary include?

a. A restatement of all the important points, both questions and recommendations. Be sure to point out if a question is still unsatisfactorily answered.

b. Take from two to five minutes for the summary. It should not be too complete in detail, but all important points should be reviewed.

c. Be concrete. The members of the discussion should know what has been accomplished. The conclusion or summary sells the results of the meeting to the members.

E. When and how to use buzz sessions.

If you are holding a large policyholder meeting, you will benefit by breaking your large group into several smaller groups, called buzz sessions here, so that all policyholders will have a chance to participate. If you plan to serve coffee and/or refreshments, these buzz sessions can go on at the same time as your refreshments are being served.
The following are some suggestions about how you can establish and use such a device:

1. Picking the time.
   a. Begin about 30-45 minutes after the discussion part of the meeting has begun.
   b. Try to begin by breaking into an **active** discussion.
      (1) If discussion is dead before the **buzz** session, the sessions will also be dead - and - vice versa.

2. Introducing the sessions.
   a. Most people will not know what a buzz session is. In explaining what you want the group to do, you should first tell them why:
      (1) To give everyone a chance to talk.
      (2) To explore a little more the group's thinking on topics currently of interest to **NATIONWIDE** policyholders.
   b. Then tell them how.
      (1) Divide off a group of 8 to 12 policyholders.
      (2) Indicate to a particular person, "Would you be willing to report for this group?" Pick on someone who has already participated.
      (3) Give the group a topic. It should be written on a card - and - read aloud as you hand it out.
      (4) Topics should be phrased, "What do you recommend be done about...?"
      (5) Continue by dividing off rest of audience.

3. Maintain the discussion.
   a. Throughout the "buzz session" period you should circulate among the groups, and by suggestion keep the discussions moving.
   b. Other Company representatives present should also circulate - NOT participate in the groups.
c. Encourage the reporter making notes for the report. In this way he will help maintain the discussion.

li. Close the buzz sessions by reconvening the group into a general session.
   a. Call the group to order.
      (1) Again, do not wait until all discussion has stopped in the buzz sessions.
      (2) Call the meeting back to order 15 to 20 minutes after the buzz sessions began.
   b. After order (quiet, that is) has been reasonably established, call for reports from each of the groups.
      (1) Ask for reports by repeating topic, such as, "What did the first group have to say about how the company can increase highway safety?", and nodding to the person designated to give the report.
      (2) After each report, offer the rest of the group a chance to comment on the topic or report.
   c. Record on your crayon board all recommendations reported.

REMEMBER TO USE THE POSTAGE-PAID POST CARD TO REPORT YOUR POLICETHOLDER MEETINGS.
HOW TO HANDLE POLICYHOLDER
RECOMMENDATIONS AND QUESTIONS

During the discussion period of any policyholder meeting you get two
basic kinds of contributions:

1. The kind that begins, "I think NATIONWIDE INSURANCE
should..."

2. The kind that begins, "Why is it that NATIONWIDE does...?"

The first is a policyholder's recommendation that we do something - or
stop doing something. The second is a question - a request for informa-
tion, clarification or understanding.

I. What do you do with recommendations?

A. First, write it down on the crayon board or in your
notes. While you're doing this, ask yourself questions
about the idea. Such as:

1. Is it legally possible?

2. Would it introduce new problems?

3. Does it favor a special sub-group to the
disadvantage of the whole policyholder group?

4. Does the idea have a history?
   - In your experience?
   - In policyholder experience?
   - In Company experience?
   - In industry experience?

B. Ask the other policyholders what they think of the recom-
mandation. Don't be afraid of silence - it's on your side.

1. If none of your policyholders pick the points your
own question-analysis developed as important, ask
a directed question - directed to the point - NOT
a specific individual.

2. Let the discussion go if it develops - just keep it
on the track with a comment or question here or there.

3. Keep the recommendation in front on the crayon board.
   Modify it, if the policyholders want it modified.
4. If there seems to be agreement, summarise by merely restating the recommendation.

5. If there is no agreement, summarise by stating all points-of-view. NEVER force a compromise by proposing a new recommendation yourself.
   a. Be sure to write all the different recommendations on your crayon board.
   b. If you are going to use the buzz session - you can well use these recommendations as buzz sessions topics.

C. Ask the group if it wants the recommendation to go to the District Policyholder Meeting for further consideration.

D. Even though you may have heard the recommendation before and are convinced it could not be put into operation, do NOT try to "explain" away the proposal. Help your policyholders reason to your conclusions, but don't impose your thoughts on them. Remember, we're interested in listening more than telling when we conduct policyholder meetings.

E. Finally, make sure that your policyholders' recommendations get to the District Policyholder Meeting.
   1. It is best for a policyholder to take them to the District meeting.
   2. But, if this can't be done, you take them.

II. What do you do with questions?

A. First, do not answer questions about a specific claim or policy in this meeting.
   1. If one of your policyholders asks such a question - either turn it into a more general question, or ask the individual if you can see him privately on the matter, or do both.

B. Do not be too ready with a pat answer to questions. Try to give enough time that another policyholder might answer.
   1. In this connection, if you write questions as well as recommendations on your crayon board, you will gain by leaving enough time for another policyholder to come up with the answer.
C. Ultimately, you should answer all questions asked if you can, but, if you do NOT know the answer, say so. You should promise to get an answer later - and live up to your promise.

1. The only way to know for sure that you have answered a question, is to ask the questioner if he is satisfied with the answer.

D. The following are some typical policyholder questions and suggested answers. They are included as examples and not because the answers are perfect for all situations.

1. QUESTION: Why doesn't NATIONWIDE help a policyholder collect his claim from a third party?

   ANSWER: When you have no collision coverage, state insurance departments would frown on such a practice, for it would put a company in the position of acting as a collection agency, since the company has no financial interest in the loss. Before a company can properly try to recover damages it must have shared in the loss by making prior payment.

   If, however, you have collision insurance, there may be occasions when, in a sense, NATIONWIDE will collect for you. If someone is liable for damaging your car in a collision, but won't settle, we'll pay you - less the deductible amount - and then try to get the money back from the other driver or his insurance company. If we collect, we send you your pro rata share of the net amount recovered.

   Suppose your loss was $200. We paid you $150 - that is, $200 minus the deductible $50. If we recover the full $200, you get your $50, we our $150. If we recover $100, you get $25, we keep $75.

2. QUESTION: Why doesn't NATIONWIDE give accident-free drivers a lower rate or a dividend?

   ANSWER: There is already some difference in rate for different levels of risk. The man who drives only for pleasure pays a lower rate than the man who uses his car for
business purposes. The 43-year-old driver pays less than the one who's only 23. The trained youthful driver pays less than the untrained.

But to grant a rebate to a driver because he's been accident-free for 5, 10, or even 20 years, has been shown by experience to be a hazardous practice. The man who hasn't filed a claim in 20 years may this year have an accident that will cost 50 times the total amount he's paid in premiums for the whole duration of his policy. On the other hand, the man who had a bad accident last year may not be involved in another as long as he lives.

Insurance rates must be based on averages. And it takes a great many accident-free drivers to provide the premium needed to pay the claims of the comparatively few who do happen to have an accident in any one year.

This statement of NATIONWIDE'S position is not, however, intended to be the final word on the subject. There are individuals in the industry who believe there can be a sound method of giving rebates or dividends to accident-free drivers. They admit that the general rate level would have to be raised to make up for the rebates. NATIONWIDE management has not been satisfied as yet that this higher rate level, and the cost of administering a rebate program, would be in the interest of our policyholders.

3. QUESTION: What does Comprehensive protection actually mean?

ANSWER: The Comprehensive protection applies to all direct and accidental damage to the insured car other than collision or upset. It covers damage from such causes as falling objects, missiles, explosion, hail, flood, vandalism, windstorm, riot, and so on. Take some examples. Does a flying bit of gravel break your windshield? You're covered. But if the layers of glass merely separate and cloud up, you can't collect.
That isn't an accident. If a flying pheasant rams and breaks your windshield and you run off the road into a tree, you can collect under Comprehensive only for the windshield. The rest of the damage is collision, and is paid under your collision coverage. Your car gets dented in a parking lot, or the fender scraped while parked on the street. Are you covered? No, not under Comprehensive, for such accidents are collisions. If you get exasperated at your car and beat in the grill with a club, the company won't pay. It wasn't accidental. But if a neighbor gives your car the same treatment, we'll pay you, then try to collect from him. For so far as you are concerned, the damage was accidental.

1. QUESTION: Why doesn't a policyholder recover 100% of his collision claim if the accident is not his fault?

ANSWER: The policy promises to "pay for direct and accidental loss of or damage to the automobile ... caused by collision of the automobile with another object, or by upset of the automobile, but only for the amount of each such loss in excess of the deductible amount..." There is nothing to indicate that the deductible feature is waived if the policyholder is not to blame. Therefore, we don't waive it, nor does any other company.

However, if we succeed later in collecting damages from the offending party we'll pay you your pro rata share of the deductible amount, as explained earlier under Question 1.

5. QUESTION: Are personal effects in a car protected against theft by the auto insurance?

ANSWER: The policy agrees "to pay for loss of or damage to the automobile .. caused by theft, larceny, robbery or pilferage." The word automobile is later defined as including "its equipment and other equipment permanently attached thereto."
Thus, a radiator ornament is protected; a camera isn't. A spotlight is; a robe isn't. A car radio is; a portable radio is not.

To the public, the fine distinctions drawn in an insurance coverage may seem unnecessary. But believe us, they're not. The whole rate structure is based on the exact protection provided by each coverage. And if that protection were extended a corresponding rate increase would be needed. As a matter of fact, most of the wordage in a policy operates not to deny certain fringe benefits to the policyholder, but to add them.

The important thing is for you, the policyholder, to know accurately what your policy covers. And if it doesn't afford the protection you want, there's just one thing to do: consult your local representative about additional coverage.

6. QUESTION: Where does NATIONWIDE Insurance stand on compulsory auto insurance?

ANSWER: This question is very popular. NATIONWIDE does not take a stand on compulsory insurance. However, every effort should be made to explain the hazards involved in any compulsory program now being used or any program that has been thus far offered for State consideration and approval. You will find that most policyholders feel that something should be done, either by NATIONWIDE or by the state, to make the less conscientious policyholder more aware of his obligation.

7. QUESTION: What should you do if you find you cannot make a premium payment on a life policy?

ANSWER: In most companies, if you've had a permanent policy two years or more, the policy has cash values, paid-up values, extended insurance values, or automatic premium loan provisions that can be used to keep your policy in force even though you miss a premium payment. The longer you've had the policy, of course, the greater these benefits are. Each policy has specific provisions, so if you find that you
can't pay a premium when it's due, see your agent or write to the company. If illness or something else makes it impossible for you to continue paying the premiums, most policies can be scaled down to an amount you can pay, or it may be possible to convert the policy to a different plan with a lower premium.

8. QUESTION: If you want a retirement plan, should you buy a special Retirement policy?

ANSWER: Not necessarily, all permanent life insurance policies can be exchanged for a guaranteed lifetime income, so any permanent life insurance policy can be used as a sort of installment savings plan for retirement. The policy, then, does double duty - it accumulates retirement values, and it also provides insurance protection during the years when it's most needed.

Incidentally, recent changes in income tax laws make insurance for retirement an even better buy. Retirement income benefits from life insurance policies aren't taxed at as high a rate as they used to be.
THE POLICYHOLDER DISCUSSION GROUP

The plan for a local policyholder discussion group is very simple. You start promoting the idea in connection with your annual policyholder meeting. Your goal is to get several policyholders and their wives interested in a fuller discussion of some insurance related subject. The group would meet five times during the fall and winter months to get better acquainted, to discuss some selected topic and, perhaps, to take action on some local project or problem.

This procedure - talking out ideas and problems in a small group - is not new. It has been used by Farm Bureaus in Ohio, Maryland and Vermont, and by some Nationwide District Sales Managers and Agents. It is one of the very best adult education techniques known and an excellent method of developing understanding and loyalty among policyholders.

In short, this type of policyholder participation is designed to:

1. Provide a method for your interested policyholders to become much better informed about insurance and related subjects.

2. Provide an effective center of support in the event that together you decide to act on some community problem or project.

3. Provide you with informed, loyal policyholders who will support you and your service program in your community.

The next section tells how to form and administer a discussion group.

REMEMBER TO USE THE POSTAGE-PAID POST CARD TO REPORT YOUR DECISION TO FORM A POLICYHOLDER DISCUSSION GROUP.
HOW TO ADMINISTER A DISCUSSION GROUP

The following is an outline of the activities involved in conducting this program. When you have policyholder interest in this idea, you need only to fill in the enclosed postage-paid card and more material will be immediately sent to you.

I. How do you begin?

A. At your annual policyholder meeting present the idea and attempt to interest several policyholders in the idea.

1. Spend some time after the meeting with those who have shown an interest.
   a. Go through "Discussion Group Facts" with them. (Copies are inserted in front cover.)
   b. Ask them what topics they might like to discuss.
   c. Ask for their help in getting other policyholders of their choice interested in the idea.
   d. Tell them you will help by attending the meetings and by ordering needed supplies.

B. Present the idea to policyholders in other community groups where you and they are members.

1. Try to get the policyholders to think of others who would be interested.

C. When you get several couples other than yourself interested, arrange a meeting to go over the material you've ordered.

1. Make plans at this time to:
   a. Get other couples interested, if needed.
   b. Select a definite topic.
   c. Elect a chairman.
   d. Plan the schedule of five meetings - time and place.

D. This kind of group should have 6 to 8 couples as members - but they should all be active.

REMEMBER TO USE THE POSTAGE-PAID POST CARD TO REPORT YOUR GROUP AND TO ORDER SUPPLIES.
II. What part should you play?

A. Basically, you are a member of the group.
   1. Your wife should also belong.

B. You should not be the permanent chairman - but if the group decides to rotate this job, you should take your turn.

C. Since your discussions will be more community centered than company centered, you will probably not be viewed as an "expert" - which is good.

D. You are basically the resource member, supplying:
   1. Materials
   2. Procedure
   3. Energy, where needed.

III. What should be the program for a meeting?

A. The following is a suggested order of activities:

   8:00 P.M. Call to order: chairman in charge
             Reading of minutes
             Old and new items of business
             Plans for next meeting, etc.

   9:00 P.M. Discussion period: discussion leader in charge

   10:00 P.M. Free time:
               Visiting
               Recreation
               Refreshments (if desired)

   10:45 P.M. Adjourn

IV. What topics can be used for discussion?

The Department of Policyholder Relations is prepared, upon request, to furnish resource material and guides for five discussion sessions, on each of five separate topics. If your group chooses one of these topics and you want the material on that subject, use the card provided in this portfolio to order it.
The five subjects on which discussion aids will be supplied are:

1. Safeguarding our Children's Welfare.
   a. This is designed to help policyholders investigate the problems of providing safe and healthful growing years for our children.

2. Preparing Our Youth for Safe Driving.
   a. This is designed to help policyholders gain an understanding of the need for and the methods of driver education. It is believed that such understanding is a necessary preface to the group actively working for community action in this area.

3. What Insurance Can Do For Me.
   a. The selection of this topic provides policyholders with the opportunity and material to study the characteristics of Auto, Life, Fire, Individual A. & H. and Inland Marine insurance as those lines contribute to security of living.

4. Working Together We Can Do Anything.
   a. The material here helps policyholders consider the investment and subsidiary activities of our mutual insurance company, and a chance to think of new ways to put the program to work to bring our philosophy alive.

5. Building Our World of the Future.
   a. This provides the opportunity to consider some of the complex problems that must be solved before we can be sure that our scientific advances can be used to raise the standard of life of the ordinary individual - in either the U.S.A. or World Wide.

B. Of course, a group might want to consider a topic other than the above five.
1. If so, encourage whatever topic they select.

2. The Home Office will send you material which will help the group build an outline for each discussion meeting and will describe how informative material can be located.

V. What reports do you make?

A. When you send the postage-paid card requesting more material, you will be sent a set of "meeting report post cards" so that each time your group meets, you or the group chairman can report the group meeting.

B. Before the group's final meeting, you extend it an invitation to report in writing its conclusions and comments. These reports will be published together with other reports to both Company management, for its consideration and action, and to other policyholder groups, for their information. Such reports will also be available to the Policyholder Advisory Committee when it meets in Columbus.

REMEMBER TO USE THE POSTAGE-PAID POST CARD TO REPORT YOUR POLICYHOLDER MEETINGS.
APPENDIX E

QUESTIONNAIRE FORM FOR SURVEYING RANDOM SAMPLE OF GENERAL PUBLIC AND CUSTOMERS TO TEST REACTION TO INSTITUTIONAL ADVERTISING PROGRAM
Directed to: THE HEAD OF YOUR HOUSEHOLD

Will you help us with an important problem?

Several of our clients would like to know:

1. How people rank major insurance companies?
2. What things people consider most important in choosing insurance?
3. Whether people's insurance needs are being properly met?

You're wondering - "How did we get your name?"

Your name, along with several thousand others, was drawn entirely by chance - just like a raffle. Answers from all of you so chosen will tell us accurately how most people feel.

YOUR COOPERATION IS IMPORTANT TO US.

What will we do with information you supply?

Your answers will be combined with the thousands of other answers and, we hope, will help us supply meaningful answers to the above questions for our various clients.

Supply only answers you CAN and WISH to give readily!

We'd like to have only your attitudes or opinions on insurance. Don't try to answer questions which you cannot or prefer not to answer. Just put "NO" in answer box.

Enclosed is $1 to pay for 15 minutes of your time.

We have no right to impose on your time - either with or without compensation - but ONE DOLLAR has been enclosed - enough, we hope to merit your cooperation and to pay for the 15 minutes of time you spend filling out this questionnaire.

IF YOU WILL COOPERATE - Thanks for your help.

Please fill in the questionnaire and mail it to us in the enclosed envelope - addressed and stamped - for your convenience. Your early reply will help us complete our survey on time and prevent the possibility of the questionnaire form being mislaid in your home.

IF YOU PREFER NOT TO COOPERATE

Please return contents in the envelope - addressed and stamped - for your convenient reply.
In Your Opinion How Important Are These Factors

In Improving Standards of Living

(Please place an "X" in the column indicating your point of view)

<table>
<thead>
<tr>
<th>Section A</th>
<th>Not Important (1)</th>
<th>OfMinor Importance (2)</th>
<th>Fairly Important (3)</th>
<th>Very Important (4)</th>
<th>Extremely Important (5)</th>
<th>No Opinion (0)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Private Enterprise</td>
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<tr>
<td>2. Government Control</td>
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<tr>
<td>3. Cooperative Enter-</td>
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<td>prise</td>
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<tr>
<td>4. Labor Unions</td>
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<tr>
<td>5. Insurance</td>
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<tr>
<td>6. Individual Effort</td>
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<tr>
<td>7. Government Planning</td>
<td></td>
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<tr>
<td>8. Credit Unions</td>
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</tbody>
</table>
In Your Opinion How Important Are the Following Insurance Functions?

(Please place an "X" in the column indicating your point of view)

<table>
<thead>
<tr>
<th>Section B</th>
<th>Not Important</th>
<th>Of Minor Importance</th>
<th>Fairly Important</th>
<th>Very Important</th>
<th>Extremely Important</th>
<th>No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Providing Low Cost Insurance for Everyone</td>
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<tr>
<td>b. Providing Wide Range of Insurance Coverage</td>
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<tr>
<td>c. Providing Health &amp; Safety Educational Programs</td>
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<tr>
<td>d. Providing Money for Personal Home Mortgage Loans</td>
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<tr>
<td>e. Providing Money for Housing Developments</td>
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<tr>
<td>f. Providing Money for Business Expansion</td>
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<td>g. Investing in solid stable securities</td>
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<tr>
<td>h. Investing in self-help cooperative enterprises</td>
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<tr>
<td>i. Providing policy-holders an opportunity to participate in company operation</td>
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</tr>
</tbody>
</table>
In Your Opinion How Important Is It for an Insurance Company To Go Beyond Regular Insurance Operations and Do the Following?

(Please place an "X" in the column indicating your point of view)

<table>
<thead>
<tr>
<th>Section C</th>
<th>Not Important</th>
<th>Of Minor Importance</th>
<th>Fairly Important</th>
<th>Very Important</th>
<th>Extremely Important</th>
<th>No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Seek to conduct its business and invest its funds so that it helps stabilize the national economy</td>
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<tr>
<td>b. Seek ways to insure people's security where needed - even if profit possibility is low</td>
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<tr>
<td>c. Seek to assist groups of people who are working mutually toward the solution of their security needs, such as Credit Unions, Labor Organizations, etc.</td>
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<tr>
<td>d. Seek ways to help raise the standard of living both nationally and internationally</td>
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<tr>
<td>e. Seek ways to assist consumer public to a greater voice in the conduct of American businesses</td>
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<td>f. Seek ways to assist the freer exchange of American know-how with the rest of the world</td>
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<tr>
<td>g. Seek ways to assist the Federal Government in Its Efforts To Avoid a World War</td>
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</tbody>
</table>
HOW WOULD YOU RATE THESE INSURANCE COMPANIES?

Under each of the statements below, please check the four companies which in your opinion is best described by the statement. Place "X" here for companies where you have or had policies.

<table>
<thead>
<tr>
<th>Known as Low Cost Company</th>
<th>Interested in Policyholders' Welfare</th>
<th>Known as Sound &amp; Reliable</th>
<th>Makes It Convenient to Buy Insurance</th>
<th>Known as a Friendly Company</th>
<th>Known for Services to Policy-Holders</th>
<th>Has Well Trained Agents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Travelers</td>
<td>[ ]</td>
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<td>2. Metropolitan</td>
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<td>3. Mutual of Omaha</td>
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<td>4. Prudential</td>
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<tr>
<td>5. Farm Bureau</td>
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<td>6. Allstate</td>
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<tr>
<td>7. Liberty Mutual</td>
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<td>8. Aetna</td>
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<tr>
<td>9. Utica Mutual</td>
<td>[ ]</td>
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<tr>
<td>10. Blue Cross</td>
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<tr>
<td>11. Merchants Mutual</td>
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<td>[ ]</td>
</tr>
<tr>
<td>12. Hartford Accident &amp; Indemnity</td>
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</tbody>
</table>
Section E

1. Do you have any insurance with a mutual insurance company? Yes___ No___

2. If you do have insurance with a mutual insurance company, check the one of the following statements which best describes your feelings toward the company:

   (a) I am a part owner in this company and can, if I like, have a voice in its management.  (a)___

   (b) I am only one policyholder among many, and there is little I can do to influence the affairs of the company.  (b)___

   (c) I am not especially interested in the company or its management policies, but only in the services it provides.  (c)___

3. Do you feel that you have an opportunity to help keep your insurance rates down by driving carefully, protecting your property from fire, and so forth? (Check one)

   Yes___ No___

4. Do you feel that a policyholder in a mutual insurance company can influence the policies and programs followed by the company? (Check one)

   Yes___ No___

5. Do you know of any company or companies in which the views of policyholders are sought out by the insurance companies' management in order to help the company better serve the needs of its policyholders? If so, name:

   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________

6. What would you say usually determines where your friends buy their insurance? (Check any which apply)

   a. Cost____  e. Friendship with Agent____
   b. Relatives____  f. Advertising____
   c. Solicited by Agent____  g. Prestige of Company____
   d. Reputation of Agent____  h. Other____
   (Specify)
Section F

Assume that you need to select between several well-established insurance companies of good reputation; how would you rank the following features, first, second, third, and fourth, in terms of importance in making your selection? Please indicate your ranking of these four factors by putting the underlined key words in their order of importance to you.

A. A company which concentrates on well-trained agents.

B. A company which concentrates on finding ways for policyholders to participate in the management of the company.

C. A company which concentrates on securing the greatest financial return for its policyholders' money.

D. A company which concentrates on using its financial resources to build facilities for peoples' benefits.

First _________________________

Second _________________________

Third _________________________

Fourth _________________________

Section G - Of all insurance companies you know, which do you rank 1st, 2nd, and 3rd All things considered?

<table>
<thead>
<tr>
<th>Life Insurance</th>
<th>Fire &amp; Property</th>
<th>Automobile</th>
<th>Accident &amp; Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. ___________</td>
<td>1. ___________</td>
<td>1. _______</td>
<td>1. ___________</td>
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<tr>
<td>2. ___________</td>
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<tr>
<td>3. ___________</td>
<td>3. ___________</td>
<td>3. _______</td>
<td>3. ___________</td>
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</tbody>
</table>

Section H

Do you remember anything about the last insurance policy you bought? Yes___No___

If yes, which one of the following best described how you bought it:

(1) Felt I should get some protection for my property or family and looked up an agent or company to buy from. We discussed the subject and I decided to buy.  

(2) An agent came to see me and we decided which insurance I should buy.  

(3) Saw an ad or received a mailing piece about insurance and wrote or called for information, and then purchased some.  

(4) Let my Insurance Agent or Broker secure the insurance he thought best.
Section I - A Bit of Personal Data Please

<table>
<thead>
<tr>
<th>Sex</th>
<th>Approximate Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Under 25</td>
</tr>
<tr>
<td></td>
<td>25-40</td>
</tr>
<tr>
<td></td>
<td>40-55</td>
</tr>
<tr>
<td>Female</td>
<td>Over 55</td>
</tr>
</tbody>
</table>

Section J

The following information of your insurance holdings would help us understand your answers. Rough estimates will do if you cannot readily recall exactly. If you prefer not to supply this information - pass by this section.

<table>
<thead>
<tr>
<th>How Purchased (1), (2), (3), or (4) above</th>
<th>Company</th>
<th>Type of Policy</th>
<th>ONLY if you wish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life</td>
<td></td>
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<tr>
<td>Fire</td>
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<td></td>
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<tr>
<td>Automobile</td>
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</tr>
<tr>
<td>Accident &amp; Health</td>
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</tr>
</tbody>
</table>

Section K

Comments - if any: __________________________________________

__________________________________________________________

Any Insurance "Pet Gripe" __________________________________

__________________________________________________________
BIBLIOGRAPHY


Bullock, Robert P. *Social Factors Related to Job Satisfaction*. Columbus, Ohio: Bureau of Business Research, The Ohio State University, 1952.


Heron, Alexander R. *Sharing Information with Employees.* Palo Alto, California: Stanford University Press, 1942.


I, Thomas Henry Dudgeon, was born in Rushville, Indiana, December 13, 1921. My Bachelor of Arts degree was received in 1947, from Earlham College, Richmond, Indiana. I received the degree of Master of Arts in 1951 from The Ohio State University. Since completing the classroom work and passing the necessary examinations to become a candidate for the degree Doctor of Philosophy, I have worked as a communication and public relations specialist with Nationwide Insurance Companies, Columbus, Ohio; the Ohio Citizens Highway Committee; and most recently with my own organization, Approved Communications, Inc.