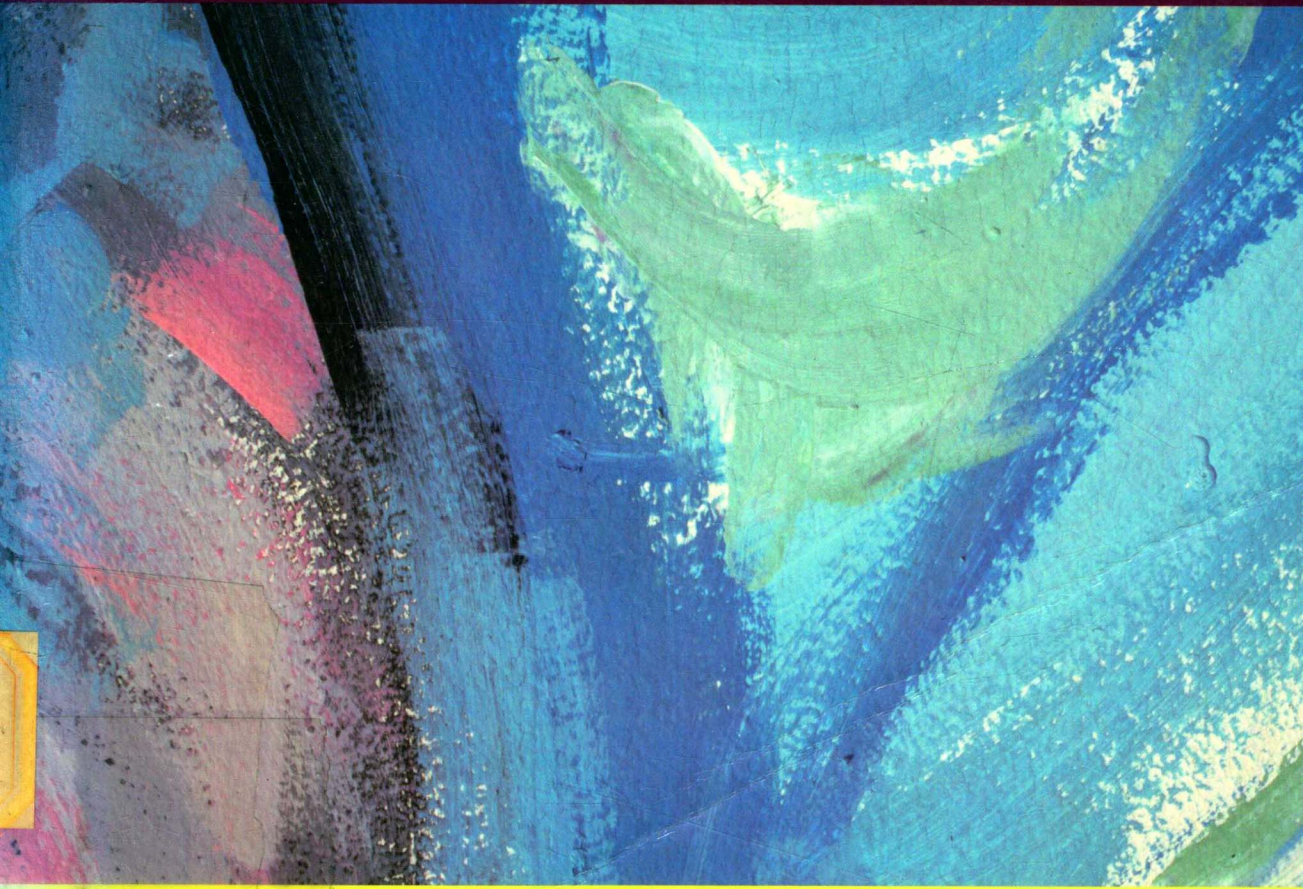


THIRD EDITION

Public Relations

A VALUES-DRIVEN APPROACH

CASES EDITION



DAVID W. GUTH
CHARLES MARSH

Third Edition

Public Relations

A Values-Driven Approach

Cases Edition

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Preface

At the darkest moments of the American Revolution, Thomas Paine wrote, “These are the times that try men’s souls.” Today, more than four years after the terrorist attacks on the World Trade Center and the Pentagon, we humbly suggest “these are the times that try our values.”

Since 9/11, the world we live in has become a much different place. It is not always easy to tell good from evil. Right from wrong. Morality from immorality. People, armed with the same information, can reach conclusions that are polar opposites from one another. That is why, nearly seven years after the publication of the first edition of this book, its authors remain committed to what we call values-driven public relations.

The late and highly respected public relations historian Scott Cutlip wrote about the practitioner’s potential for helping what he called “our segmented, scattered society” to replace “misinformation with information, discord with concord.” However, he lamented that the profession had fallen short of that goal.

We believe that goal is attainable—even in a world that, at times, has seemingly gone mad. It all comes down to who you are, what you believe, and how you want to be seen by others. It all comes down to whether your actions will match your words.

It all comes down to values.

It has been more than 100 years since the first public relations agency opened in the United States. During the 20th century, the practice of public relations grew from a vague notion to a powerful force in democratic societies. As we begin a new century, the profession has made impressive gains in respect and access to power. Yet, in a very real sense, public relations has a public relations problem. Although its roots date back to the beginning of recorded history, the fact remains that public relations—both as a profession and as a discipline—remains largely misunderstood.

Public relations is an honorable profession with a glorious past and a brilliant future. Like any other human pursuit, it also has its share of flaws. However, at a time when much of the world is embracing democratic institutions for the first time, public relations is an important catalyst for bringing change and promoting consensus. Through the practice of public relations, organizations and individuals communicate their ideas and advance their goals in the marketplace of ideas. This concept is increasingly understood within the nations of Eastern Europe, where, since the fall of communism, the demand for public relations education has skyrocketed.

Public Relations: A Values-Driven Approach introduces this dynamic profession to the practitioners of the 21st century. Through a realistic blend of theory and practical examples, this book seeks to remove the veil of mystery that has shrouded the

profession from its very beginnings. Using the conversational style of writing favored by today's college students, this book takes the reader on a journey of discovery, often through the eyes of leading practitioners and scholars.

Values-Driven Public Relations

As the title suggests, however, these pages contain more than just a recitation of facts and concepts. This book champions what we call *values-driven public relations*: an approach that challenges practitioners to align their efforts with the values of their organization, their profession, their targeted publics, and society itself.

Values-driven public relations is a logical response to a dynamic and diverse society in which complex issues and competing values bring different groups of people into conflict. This approach links communication with an organization's values, mission, and goals. Today, public and private organizations are increasingly held accountable for their actions by a variety of stakeholders. No longer is an organization's behavior measured solely by traditional indicators of success, such as profits, stock dividends, and jobs created. Additional measures of social worth now include an organization's relationships with its employees, its communities, its customers, and its physical environment. Stakeholders expect decisions to be made within an ethical framework. *Public Relations: A Values-Driven Approach* prepares future practitioners and the organizations they represent for a world of increased responsibility, scrutiny, and accountability.

Public Relations in the Social Context

Another notable feature of this book is its discussion of relevant issues within a broader social context. Public relations did not develop, nor is it practiced, in a vacuum. Throughout history, the practice of public relations has been shaped by great social forces. Its emergence in the United States was linked to the Industrial Revolution and the related Populist Era reforms. The 20th century's military and social conflicts served as catalysts for the profession's growth. Public relations was also transformed by the economic globalization and technological advances of the 1980s and 1990s. *Public Relations: A Values-Driven Approach* provides this broad social context so that future practitioners can have a clearer understanding of the so-called real world they are about to enter. The book includes full chapters on history, ethics, law, cross-cultural communication, and new technologies. Throughout the book, students are directed to online sources of further information.

Features

A major goal of this book is to strengthen students' problem-solving skills. Every chapter provides two hypothetical but realistic **scenarios**: the opening scenario, at the beginning of the chapter, and It's Your Turn, on the book's web site. Each scenario places students in the shoes of a practitioner and challenges them to create an ethi-

cal, values-driven, effective solution. Each chapter also includes relevant case studies that expose students to successful as well as unsuccessful public relations approaches. Following each scenario and case study are questions designed to engage students in a meaningful analysis of the issues raised. The book further promotes problem-solving skills by introducing a variety of processes that guide students through the stages of research, planning, communication, evaluation, and ethical decision making.

Public Relations: A Values-Driven Approach and its web site also contain pedagogical elements that engage students in the subject matter. Each chapter begins with a list of learning **objectives** that set the stage for the topics that lie ahead. **QuickChecks**, a series of questions focusing on the book's content, are interspersed throughout each chapter. **QuickBreaks**, lively and relevant sidebars, bring depth and texture to each chapter. In keeping with the values focus of this text, **Values Statements** from a broad range of organizations are scattered throughout the book. A list of **key terms** appears at the end of each chapter and as web site flash cards. A full **glossary** is provided at the end of the book. Each chapter also includes a **Memo from the Field**, a message to students from one of today's leading public relations professionals. These professionals represent a broad range of public and private interests and reflect the diversity of the society upon which they wield so much influence.

With this special edition, we are pleased to introduce 24 additional case studies at the end of the book as a Case Studies Portfolio. A panel of leading public relations professionals and educators has affirmed that case studies should be an integral part of public relations education. The members of the Commission on Public Relations Education understood the value of learning the real-life lessons of others. Case studies also provide insight into the critical-thinking and problem-solving skills that are essential to successful public relations.

These additional case studies are a mix of the old and the new—updated versions of case studies published in earlier editions of this book and new cases covering recent events still fresh in the reader's mind, such as governmental responses to Hurricane Katrina and the introduction of corporate podcasting. There are stories of good intentions gone wrong. There are also inspirational stories of how the application of sound public relations practices can change the world. All of the case studies provide readers a window to the real world of values-driven public relations.

Acknowledgments

The authors want to thank the dozens of people, many unknown to us before the writing of this book, who contributed greatly to this effort. The authors want to thank former-Dean James Gentry; Dean Ann Brill; and the faculty, staff, students, and alumni of the William Allen White School of Journalism and Mass Communications at the University of Kansas for their advice, support, and patience during this project. A special acknowledgment goes to former student Philippe Stefani, who translated one Memo from the Field from French to English. We want to note the passing of former Memo from the Field contributor Fred Repper—his wit and

wisdom are missed. The authors also extend their gratitude to the dozens of companies, agencies, and individuals who gave their permission for the use of photographs, publications, and other artwork used in the text.

Sixteen men and women gave their valuable time to write memos to students who will read this book. The authors gratefully acknowledge the contributions of Judith T. Phair of PhairAdvantage Communications; John Echeveste of Valencia, Pérez & Echeveste Public Relations; Edward M. Block, formerly of AT&T; David A. Narsavage of The Aker Partners, Inc.; René Pelletier of Baromètre, Inc.; Carol Cone of Cone, Inc.; Leslie Gaines-Ross of Burson-Marsteller; Timothy S. Brown of Conectiv; Shirley Barr of Shirleybarr Public Relations; Regina Lynch-Hudson of The Write Publicist; Craig Settles of Successful.com; Wayne Shelor of the Clearwater (Florida) Police Department; Vin Cipolla of HNW, Inc.; Bill Imada of IW Group; James F. Haggerty of The PR Consulting Group, Inc.; and Sarah Yeane, 2004–2005 national president of PRSSA.

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Once the text was written and the necessary artwork and permissions secured, the burden of this project shifted to the talented editors, designers, and technicians of Allyn and Bacon, including Molly Taylor and Michael Kish, as well as the team at Omegatype Typography, Inc.

Last, and certainly not least, the authors thank their families for their love and unwavering support during this long and challenging process. They are our inspiration and motivation.

With the shadow of terrorism still looming in this uncertain world, this book is dedicated to all those who work to build values-driven relationships.

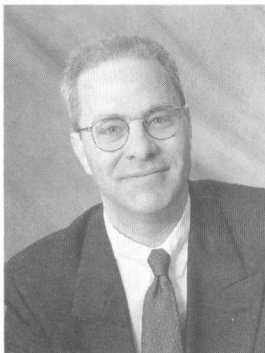
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Charles Marsh, Ph.D.

About the Authors

The authors of this book come from very different backgrounds but share a passion for public relations education. Both are associate professors at the William Allen White School of Journalism and Mass Communications at the University of Kansas. In addition to this textbook, they have collaborated on two textbooks: *Adventures in Public Relations: Case Studies and Critical Thinking* and, with colleague Bonnie Poovey Short, *Strategic Writing: Multimedia Writing for Public Relations, Advertising, Sales and Marketing, and Business Communication*.



Before becoming an educator, David W. Guth served as a broadcast journalist in six states and won numerous local, state, regional, and national reporting honors, including the prestigious George Foster Peabody Award. He has also served as a public relations practitioner in the public and private sectors, including holding several positions in North Carolina state government. As an educator, Guth coauthored *Media Guide for Attorneys*, a publication that received regional and national awards. In addition to his teaching and research responsibilities, Guth has served as crisis communications consultant to several government agencies and public utilities. Guth is an accredited member of the Public Relations Society of America. His international experience includes public relations work in Japan, Italy, Russia, and Turkmenistan.



Charles Marsh has a Ph.D. in English literature and 20 years of business communications experience. He is the former editor of *American Way*, the in-flight magazine of American Airlines, and the former senior editor of corporate publications for J.C. Penney. He is the author of *A Quick and (Not) Dirty Guide to Business Writing* (Prentice Hall, 1997) and has won national and regional awards for writing and editing. In addition to teaching, Marsh has been a communications consultant to J.C. Penney, Ralston Purina, the USA Film Festival, the United States Information Agency, the American Management Association, and other organizations. His international experience includes public relations work in France, Italy, Spain, Kyrgyzstan, and Costa Rica.

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section one



Foundations of Public Relations

This section of the book lays the foundations for the practice of values-driven public relations. As noted within these pages, public relations is important to the conduct and maintenance of free societies. And it is a discipline that is often misunderstood. These six chapters bring the profession, the issues confronting it, and its values into focus.

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section two



The Public Relations Process

Now that the foundations for the practice of public relations have been established, this section of the book focuses on the discipline's four-step process: research, planning, communication, and evaluation. Although this process is both strategic and tactical, an emphasis on values remains at its core. Successful practitioners rely on critical thinking skills introduced in these five chapters.

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section three



Public Relations Today and Tomorrow

Public relations practitioners operate in a dynamic and intense environment. We live in a time of great changes that test our values. The final section of this book examines the profession's critical issues. Emerging professionals will confront many, if not most, of these challenges in the coming years. These five chapters bring those challenges into focus.

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