

Configuring Intelligences for 21C Public Relations

Barcelona, 26 and 27 June 2014



International PR 2014 conference

ABSTRACTS

Barcelona PR Meeting #4 Configuring Intelligences for 21C Public Relations is the fourth International Conference to be staged annually by the Open University of Catalonia, the Pompeu Fabra University and the University of Waikato.

Public relation acknowledges the present as a time of rapid change, turbulence, and even transformation. This conference explores what configurations of knowledge might best fit the field to these challenges. Since at least Howard Gardner's (1993) *Multiple Intelligences*, there has been interest on what kinds of thinking and what kinds of knowledge are appropriate to changing environments - notably Gardner's (2009) own *Five Minds for the Future*. **(NB we realise that for many in PR the classic cases, responses and strategies may still be capable of being configured to meet current and coming challenges so we also invite participants to continue present that material and argue for its ongoing relevance)**. The conference invites a wide range of contributions: that reflect, and that reflect on, the spectrum of possibilities of these conditions; that address current issues and trends; and that speculate on future pathways. The Conference co-chairs are David McKie (The University of Waikato), Jordi Xifra (Pompeu Fabra University) and Ferran Lalueza (Open University of Catalonia).

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ABSTRACT

Collective intelligence among the ‘nobodies’: An insight into a powerful blogging community

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The collective intelligence of blogging communities has seen a rise in the ‘prosumer’ and online influencer and the coining of the term e-word of mouth or e-wom. Prosumer, a term originally developed by the futurist Toffler, describes a consumer who has become a producer. While some citizens/consumers are becoming bloggers (prosumers), others are now turning to blog sites and other social media for advice, eschewing traditional media and favouring the wisdom of crowds and individuals over typically one-way corporate/organisational communications. Major multinationals and the PR people and marketers who work for them have started to recognise the commercial importance of these new influencers. This brave new world appears to frighten some public relations practitioners, who have referred to the ‘nobodies’ becoming ‘somebodies’ and the ‘loonies taking over the asylum’. While scholars have called for dialogue to be central to any public relations efforts with bloggers, this normative approach is not always found in reality. This paper provides an insight into one such blogging community – the mum bloggers of Australia’s ‘digital parent community’. Using the lens of dialogue and stakeholder theory, the paper uses the research methodology of an online survey and netnography (online ethnography). Rich insight is provided into the community’s collective wisdom, the community members’ motivations for producing content; their attitude towards brand representatives (including PR practitioners) and their desire for recompense for writing about organisations’ products and services. The research reveals the power of the blogging community for its participants – and readers – and raises questions for public relations scholars and practitioners alike. Are practitioners capable of using their creative and social intelligence to meet the challenges and changes

brought about by the rising power of bloggers? Or will it be business as usual with the same ethical issues arising as have done with past, traditional and perhaps less empowered publics?

ABSTRACT

Intelligence for Event Management and Crisis Communication support: an approach to the case of Music Festivals

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The aim of this paper is to discuss the relevance of intelligence inputs and insights for the music industry, and more precisely its role in the strategic planning and management of Live Music Festivals, including crisis communication. From strategic and competitive analysis of Live Music industry to crisis communication support, strategic insights as well as tactical and critical intelligence are key for taking informed decisions. The paper explores how Intelligence can help industry decision makers to make better-informed decisions, and support communication management during a crisis thus minimizing its negative impact on the image of Live Music organizations. Event planning and management, involves a wide array of variables of different nature. More specifically, Music Festivals are affected by variables such as: geographical location, time of the year when it's celebrated, the range of services offered to the audience, optimal safety, and security and accessibility conditions, etc.

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ABSTRACT

Emotional intelligence in public relations implementations

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Emotional intelligence is a notion, which provides a person with the ability of understanding and managing her/his own emotions. Besides, it enables a person to understand and emphasize with others, and improves motivation (Goleman, 2000). According to Salovey and Mayer (1990) who introduced the ‘emotional intelligence’ concept in their article, emotional intelligence is a subform of social intelligence, which is related to the ability of one’s awareness and segregation of emotions and sensations of her/himself and others, and of using this information in attitude and behavior formation. As to Bradberry and Greaves(2005), emotional intelligence is the ‘something’ in each of us that is a bit intangible.

Recently, researches on emotional intelligence show that people who have high emotional intelligence can control their emotions and use them efficiently and are more successful in their daily life. For instance, a research made by Johnson & Johnson shows that, the managers who has emotional intelligence, are stronger and more successful than others in their business life(Goleman, 2013). It is not possible to think of a business life independent from emotions. But according to Lynn(2002), any organisation that commits to building emotional intelligence must also commit to a long-term effort. In this frame, especially being aware of and controlling one's own emotions, and understanding, interpreting and managing employee’s and customer’s emotions has been a necessity for public relations practitioners. It can be seen clearly that public

relations practitioners who have high emotional intelligence and have the ability of creating positive communication environment in institutions are more successful.

In this study, by drawing on public relations practitioners' experiences, it's aimed to reveal the role of emotional intelligence in public relations implementations. This study focuses on Turkish public relations practitioners who work at private sector. It explores their ability of understanding, interpreting and managing their own emotions as well as their capacity of understanding others' emotions, providing motivation for them and it's effects on the success of the institution.

ABSTRACT

Targeting effective intelligences for environmental communication campaigns

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Environment is around us since companies and organizations develop their mission in a political, economic and natural space. As a matter of fact, citizens ask for a healthier context and the Administration organizes campaigns in order to obtain sustainable behaviours. Moreover companies introduce sustainability in their corporative culture. Therefore, if the latter take care of the environment, it is a positive value, thus, it is reflected in the main index of reputational organization within enterprises. At the same time, 78% of Spanish citizens do not rely on the green information provided by the government, according to a survey conducted by the Organization of Consumers and Users (OCU, 2013).

In this sense, 40% of consumers think that the "green marketing" shows wrong messages and even some environmentalists have spread principles, such as recycling but the citizens' behaviour are not always consistent. Thereby, there is a gap between the information that society receives for a more sustainable action and its end behaviour.

Since is not easy to obtain respectful attitudes with Nature, the focus of this research is to study what kind of intelligence there is behind an environmental campaign, in other words, which are the intelligences needed in order to achieve a global environmental commitment. From November 2013 to March 2014 we collected a sample of interviews and questionnaires conducted to several heads of communication who work for companies with sustainable behaviour.

Our preliminary results seem to indicate that environmental communication is a specialised public relations which deals with specific strategies and techniques which need a combination of multiple intelligences to be successful. In fact, the intelligences implied in this process are not only social and cultural, but in some cases, spiritual, too.

ABSTRACT

Catalonia: Internationalization of Its Self-Determination Process

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Two years in a row, in September 2012 and 2013, the Catalan pro-independence movement has taken over 1,5 million people to the streets to demonstrate pacifically for secession from Spain. The 400 km human chain formed on Sept. 11, 2013 broke the record of most numerous demonstration ever in the European Union.

Catalans' new drive to secession is not a mushroom that has sprung spontaneously. My paper will analyze the tools Catalonia is using to persuade the European Union and the international community to acknowledge its self-determination process, and, eventually, to recognize Catalonia as a new state.

The emphasis in my paper will be that the driving forces behind this movement are not political parties nor personalities but civil society. This is the reason why it will be so difficult for its adversaries to discredit Catalonia's self-determination process in the eyes of global public opinion.

My paper will enumerate and analyze the main political communication tools the movement is using to persuade the European Union and the world to overcome its natural aversion to „nationalism“ and embrace this pacific, grass-roots, impeccably democratic drive to try to secede from Spain.

I believe the Catalan pro-independence movement is showing ingenuity in using innovative, original tools to show that the world should soon welcome a new state.

Taking advantage of new technologies and social media –including crowd-funding, the Catalan movement has already achieved spectacular results with very limited resources. One of the social media tools used has been, incidentally, the crowd-funding site Verkami (www.verkami.com), launched in Catalonia.

I believe the tools and arguments used by the Catalans can become a benchmark for other nations aspiring to their own statehood. And this is why I would like to present this paper to the 4th BCN International PR Congress.

ABSTRACT

The Political Cabinets Role: The Complex Interaction Between Journalism And Politics in Spain

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There is little doubt about the role of communication offices in the process of drafting the policy information. Journalists and politicians tend to agree in attributing them a major role. Much of this prominence comes from its intermediary role in the communication gear, a function that converts the information into a predictable routine process. This is the main conclusion we reached at the end of our research when we studied the implications of the professional interaction between journalists and politicians.

The sample consisted of a total of 45 interviewees, 22 journalists, 16 political actors and 7 spin-doctors. The interviews were carried out in Spain. The journalists belong to different media outlets: newspapers, radio, television and Internet. The Political actors are officials from different levels of government (state, regional and local) and also members of opposition political parties. Finally, the spin-doctors work in press offices of government institutions and also in opposition political parties. The intensive interviews were conducted from January to May 2012 and were conducted face-to-face. Each interview lasted an average of 45 minutes.

The questionnaire includes three types of questions: a) regarding self-definition of relationship between politicians and journalists (a), about politicians and journalists perceptions of the role of friendship in their interactions (b), and regarding risks and benefits of the relationship between politicians and journalists (c).

ABSTRACT

Looking for the hidden gold: the online expansion of a chronic crisis from Romania at the European level

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The paper explores the effects of a major chronic crisis from Romania in the European online space. The case of crisis chosen for analysis is the Rosia Montana case (a cyanide mining project of Gabriel Resources, a Canadian corporation, developed in order to exploit the greatest gold deposit from Europe, placed in the Apuseni Mountains in Romania). During years, this project produced the greatest resistance of Romanian publics and the catalysis of numerous groups and organizations, especially in the online space. The opposition maintained in spite of considerable communication resources spent by the Canadian corporation for obtaining the public acceptance of the project. The case is representative for the ecological and public acceptance topics in contemporary PR research and practices. The aim of the paper is to identify the role played by social media in the expansion of crisis at the European level, and to set a diagnosis of the current state of crisis in the online space. The method chosen is the content analysis using data via Google search for each European country, and a system of indicators for identifying specific crisis features in the online space. The preliminary findings, after assessing the intensity of effects and reactions between the online spaces of countries, suggest that an ecological crisis located in a country may become global after persistent exposure in social media. Secondly, prominent international media actors play a significant role not only in the expansion of a crisis at a continental level, but in balancing the public opinion.

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ABSTRACT

The rise of digital intelligence: challenges for public relations education and practices

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The current global culture, built around networks of information technology which entails ease and speed of information flow, constrains PR practitioners to develop a new form of intelligence: digital intelligence. Considering the definition of Gardner (1993, p. ii) of intelligence as “ability to solve problems or fashion products that are of consequence in a particular cultural setting or community”, Adams (2004, p. 96) observed that, in the global contemporary village, “intelligence is directly related to our ability to interact with this emerging digital environment.” Applying social media strategies to meet a competitive market, where publics gained the power to influence media interactions, has become one of the main requirements for PR practitioners. Yet, previous scholarship (Tench et al., 2013) showed that the development of digital skills is rather modest for European practitioners. Using a survey on a sample of PR practitioners and students, the paper explores two types of gaps that practitioners have to deal. First gap refers to the difficulty of addressing constantly to two categories of publics (older traditional publics, and young publics with a higher level of digital skills). The second gap refers to education, as the curricula in universities does not address to the emerging digital intelligence in an integrative way. The aim of the pilot study is to determine the consequences of these gaps on PR practices and the directions for an educational strategy of adaptation.

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ABSTRACT

Redefining CSR Engagement/Dialogue: Shifting to the Macro-Level

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Corporate social responsibility (CSR) researchers and practitioners have demonstrated a keen interest in stakeholder engagement. For instance, the GRI reporting system mandates the inclusion of stakeholder engagement. There is a strong emphasis of stakeholder involvement in the CSR process. This interest includes including stakeholders in the creation and evaluation of CSR efforts (Manetti, 2011). Researchers and practitioners often refer to stakeholder engagement as dialogue. CSR is enactment through an exchange between organizations and stakeholders. As one CSR reporting organization observed:

“Enabling organizations to continually pursue progress, dialogue and engagement with stakeholders is a key component of CSR reporting. This approach of exchange helps obtain an overview of the impact of an organization's activities on its sphere of influence, and also to understand each group's expectations better. As a result companies are able to steer their actions in keeping with their environment” (Dialogue, 2013, para. 1).

The idea of stakeholder engagement/dialogue is an integral part of CSR communication research and practice. Critical views of stakeholder engagement/dialogue note issues with how stakeholder engagement is constructed, which stakeholders are involved, and the utility of the outcomes (e.g., Banerjee, 2008; Blowfield & Frynas, 2006). Even these critical views keep us trapped within a narrow band of discourse about the CSR engagement/dialogue process. The focus is tactic in a sense revolving around how corporations use stakeholder engagement/dialogue to enhance CSR. In this paper we argue for a shift in focus to break this limited, tactical view of CSR engagement/dialogue. The tactical focus transpires on the micro-level considering the dialogue between an individual corporation and its stakeholders. With an emphasis on how engagement/dialogue is enacted and who is involved.

Our position is that stakeholder engagement/dialogue needs to be elevated to the macro-level. The analysis should focus on the corporation and society as the two critical actors in the engagement/dialogue. The corporate analysis in CSR should focus on the actions taken or not taken by the corporation. The society analysis in CSR should focus on the effects of the CSR actions on stakeholders—how it is impacting the lives of specific stakeholder groups. We move away from a discourse on the engagement/dialogue process and reporting to actions by corporations and the requisite effect on society. The CSR dialogue becomes corporate actions and their societal impacts. The effects of the CSR actions provide feedback about the value of the CSR efforts. Moreover, existing societal dysfunctions serve as data that informs the creation of new CSR efforts and existing failures of CSR. CSR dialogue is treated as an adaptive process where corporations change and learn from experience. A useful CSR dialogue occurs when corporate actions improve the habitat for certain stakeholders—benefit society. The paper details the macro-level view of CSR engagement/dialogue and implications for the analysis of CSR communication. For instance, our evaluation CSR dialogue shift from the discourse around engagement/dialogue to whether or not corporations are acting upon key societal ills that populate the habitats within which they operate.

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ABSTRACT

‘We did start the fire’: Why burning down an art gallery and the work of Chantal Mouffe challenge accepted knowledge on how PR should support democracy

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As part of the ongoing project to seek legitimacy, public relations scholarship has attempted to address its role in democracies and the problem of associations with propaganda and elite power. The previously dominant paradigm posited the importance of symmetrical communication and “mutually beneficial relationships”. Critical scholarship is drawing upon a diverse range of social and political theory including the application of Habermas' discourse ethics and ideal speech situations. Both tend to emphasise dialogue, interactivity and civic engagement. This conceptual paper draws upon Chantal Mouffe, to critique the notion that symmetry or rational dialogue have solved the problem of PR's position within the establishment and maintenance of discursive hegemonies. In particular Mouffe's theorising on agonistic democracy and the ineradicability of antagonism and the impossibility of achieving fully inclusive or rational consensuses. The argument here is for a new awareness of the positive dimensions to radical democratic visions based on permanent hegemonic struggles between adversaries. As we recognise that the functioning of discursive public spaces, typically structured by dominant groups, are increasingly seeing their form negotiated or directly managed by PR practitioners, this paper also draws upon Mouffe's interest in the potential for creative professions to construct agonistic public spaces that both reveal all that is repressed by any given dominant consensus and encourage the articulation of voices that may have been silenced. The paper will deploy three examples where such agonistic spaces have been created; the Malmo Living Labs collaboration with grassroots hip-hop organisations; The Barcelona Museum of Contemporary Art's (MACBA) social action partnership to reconnect with excluded communities; and the collaboration of social partners with the artist Alfredo Jaar to build, and then immediately burn down again, a museum in Skoghall. In doing so, exploring the synergies with postmodern and "edge" theories that are seeking to radically reconceptualise PR practitioners as boundary spanning activists

ABSTRACT

Las Relaciones Públicas 3.0 en la promoción de destinos turísticos. Estudio de caso: prácticas de PR y comunicación corporativa del parque temático más premiado de España

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Esta comunicación reflexiona acerca de las diversas estrategias y prácticas de relaciones públicas 3.0 y comunicación corporativa que desarrolla una exitosa compañía turística ampliamente reconocida en el mercado español y europeo, el parque temático *Loro Parque* ubicado en las Islas Canarias. A través de entrevistas a sus directivos y del análisis de las diversas acciones que este enclave turístico ha ejecutado en sus 40 años de existencia y que lo han hecho merecedor de numerosos premios y galardones, se pretende conocer la forma en la que un producto y destino turístico como este, logra construir un punto de encuentro entre los intereses de su público y los suyos propios.

Los vertiginosos cambios de fondo que provoca el desarrollo de las tecnologías de la información y el cambio de paradigma comunicacional al que estamos asistiendo en la gestión estratégica de las relaciones públicas y la comunicación corporativa, exige a los profesionales del sector realizar una reflexión profunda sobre los nuevos formatos que surgen y el desarrollo de novedosos lenguajes y conceptos que integran recursos interactivos. Este conjunto de neologismos y nuevas prácticas productoras de sentido forman parte de los grandes debates de la profesión que se esfuerza por combinar la aplicación de las grandes teorías que marcaron el rumbo de las relaciones públicas en este siglo (Bernays, Black, Xifra, Barquero Cabrero, Grunig y Hunt, etc.), con el estudio de casos de éxito concretos, en términos cualitativos y cuantitativos. Así, combinando reflexiones teóricas con el estudio de las experiencias y formas de hacer es posible consolidar y potenciar el crecimiento cualitativo de este campo del saber.

Los resultados obtenidos sugieren el papel fundamental de las relaciones públicas en este tipo de organizaciones y evidencian que las prácticas de estos departamentos transcurren en una adaptación constante al entorno social, económico y tecnológico.

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ABSTRACT

PR Intelligence for Distributed Cognition: Knowing how your stakeholders think helps you communicate better

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Cognitive structures are changing, and as cognition is a fundamental element of communication, this phenomenon has a profound impact on PR both as an academic field and as a profession. This communication argues that it is imperative for PR professionals to be aware of the cognitive structures of their stakeholders in order to adjust their practices and better communicate with them.

This communication articulates contributions from diverse scientific fields for describing the contemporary cognitive structures, relating the ongoing changes to digital immersion and to digitally mediated practices. Contemporary cognitive structures are multisensory, parallel and simultaneous, conciliate reason and emotion, and favor integrated and holistic approaches. PR professionals should thus shape their messages, channels and performance to these particular characteristics in two fundamental moments of the communication process: getting attention and creating engagement. Marshall McLuhan's concept of media temperature is suggested as a framework for addressing these two phases of the communication process: a hot approach is adequate to get attention in an information-overloaded and stimuli-saturated environment, while a cool approach favors involvement, engagement, participation, relationship building and advocacy.

Therefore, PR professionals should use, as Daniel Pink (2006) suggests, a whole new mind to design their messages and to engage in dialogue, resorting to Howard Gardner's (2009, 2011) five minds or multiple intelligences. In addition, contemporary cognition is often collective and collaborative, requiring a social intelligence as argued by Daniel Goleman (2007).

On the other hand, this need for multiple intelligences can also be interpreted as privileged access to information. Digital media allow the storage of big data, enabling communication and marketing

professionals to study consumer behavior at a scale and with a rigor without precedent. The communication ends by suggesting a theoretical model for PR professionals to adjust their communication to contemporary cognition that integrates all the variables referred.

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ABTRACT

Indirect communication and silence

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Maurice Merleau-Ponty writes, “The idea of complete expression is nonsensical, and that of all language is indirect and allusive – that is, if you wish, silence” (1964, p. 43).

In this paper, I first borrow from Merleau-Ponty and argue that communication is always indirect – that is, it always involves silence. Silence conveys meaning where experiences are diverse and lack contextual knowledge. Indirect communication and silence are central, even defining for PR. In contrast to advertising and marketing, PR is most effective when communicating subtly – from getting third party endorsement to creating word of mouth.

Second, I examine Howard Gardner’s theory of multiple intelligences (Gardner, 1993). For him, “raw intelligences” are nonverbal and do exist before articulation (p. 20). In spatial intelligence, for example, tactile modality (reading the stars) leads to the recognition of the unperceived (knowing where an island is). I compare MI with the (triarchic) practical intelligence (PI) approach (Sternberg, 1984). Latter focuses on tacit knowledge – never taught, rarely verbal, but essential for coping with everyday roles such as worker, consumer or parent (p. 51 f.) I plead for integrating the five minds (MI) and practical intelligence (PI) theories in PR practice.

Third, I draw a lesson for PR. It often works on the surface of visual perceptions. It falls in the trap of a media culture, which reduces facticity (ignoring other knowledge) to the sayable (articulated) and seeable (visible) (Foucault, 1973; Lash, 2002). MI/PI offers pluralist choices. It works, for example, through strategic use of secondary roots (metaphoric use of one intelligence to translate another), nonverbal and tacit knowledge. The indirect method, applied properly, opens many new possibilities for efficient mediation. I discuss two of them: off-the-record and leadership communication.

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ABSTRACT

Emotional Intelligence and the Public Relations Roles Dichotomy: An Exploratory Examination

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Emotional intelligence (or emotional intelligence quotient, EQ) is operationalized as the abilities of “knowing one’s emotions, managing emotions, motivating oneself, recognizing the emotions of others, and handling relationships¹.” The EQ literature largely studies the idea that success is not solely dictated by cognitive task abilities; rather, emotional abilities are examined as contributing to performance to include job-based performance in the achievement of organizational goals².

Interestingly, little research has examined EQ within the public relations literature³, despite what seems to be parallel emphases on relationships. The PR professional, specifically, has a position often defined by subjective, relationship-centered responsibilities that impact organizational goals. The public relations roles literature offers a unique opportunity for the examination of EQ in a PR-specific context. The roles dichotomy evolved to include two primary conceptual roles enacted by professionals in day-to-day responsibilities⁴. The communication manager focuses on strategy, planning, and policy to include the facilitation of communication between organizations and publics. The communication technician refers to those who practice more technical tasks such as writing, photography, graphics, etc.

An exploratory study was conducted as an initial examination of the relationship between EQ and roles using a national, random sample of Public Relations Society of America members (n= 247). Results indicate a significant, predictive relationship between EQ and roles. Hypotheses were supported, finding a higher overall EQ in professionals performing the manager role, and lower EQ in professionals performing the technician role. Implications for the profession and the integration of EQ as a PR concept are discussed.

¹ Goleman 1996, p. 43-44

² Bachman et al., 2000; Cote & Miners 2006; Lam & Kirby, 2002; Motowidlo, Borman, & Schmit, 1997; Sue-Chan & Latham, 2004; Wong, Law, & Wong, 2004

³ Yeomans, L., 2007

⁴ Broom & Dozier, 1986, 2006; Dozier & Broom, 1995

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ABSTRACT

Public relations and democracy in the 21st century

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Most theorisations of PR and democracy have considered the effect of the occupation on the quality of the public sphere. The validity of the idea of a public sphere notwithstanding, the argument runs that PR tends to distort the quality of debate by introducing vested interests into the discussion, and without fully revealing those interests to audiences (e.g. Moloney, 2006, Davis, 2013, Dinan and Miller, 2007).

The misrecognition generated by PR in debates of societal importance is of clear concern for scholars keen to promote a more transparent communicative environment, and some have argued that developing audiences 'PR intelligence', to enable them to recognise and critique PR is an important part of the answer (Holladay and Coombs, 2013, Moloney, 2006). However, in this paper I argue that the discussion, as a consideration of the relationship between PR and democracy, has not yet gone far enough. While crucial for understanding PR's impact on social and cultural life, it is limited because it conceptualises PR as a discursive engagement with society first and foremost. In so doing, it privileges the words that PR produces and de-prioritises the material effects it has on the quality of our social and cultural lives. I attempt to extend the debate by considering how the struggle for recognition (Honneth, 1996, Fraser and Honneth, 2003) and voice (Couldry, 2010), as fundamental dynamics of social life, can inform our understanding of the material and affective role PR plays - and could play - in the twenty-first century societies that make up our globalised, yet divided and highly unequal world.

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ABSTRACT

Risk Intelligence, riskiness and reconfigurations: expanding the agenda for PR

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Risk Intelligence initially referred to ability to weigh risks effectively. Apgar (2006) argued that it involves “classifying, characterizing, and calculating threats; perceiving relationships; learning quickly; storing, retrieving, and acting upon relevant information; communicating effectively; and adjusting to new circumstances” (p.3). He viewed Risk Intelligence as founded in a wide range of experience that could help solve problems requiring an understanding of the risk. Given Agar’s emphasis on relationships, communication, information assessment and interpretation, is Risk Intelligence already a vital part of public relations?

This paper argues that it does not yet have that status. However, Risk Intelligence could, and, it is proposed, should, have this position, within a more recent, even broader framework offered by Tilman (2013). He characterised Risk Intelligence as “The organizational ability to think holistically about risk and uncertainty, speak a common risk language, and effectively use forward-looking risk concepts and tools in making better decisions, alleviating threats, capitalizing on opportunities, and creating lasting value” (p.2). Drawing on Galloway’s (2010) analogous argument for public relations to develop “risk literacy”, it is suggested that public relations is ideally placed to facilitate the development of organizational Risk Intelligence, especially because of its cross-functional and external boundary-spanning potential. However, for public relations to acquire an expanded brief to do with risk and its management, the profession must consider, and confront, the changes needed to embed Risk Intelligence as a well-recognised part of its portfolio. Reconfiguring some modes of practice would be called for, along with revisions of some academic paradigms. The changes could be considerable. But the costs of *not* making them could be even greater. The paper offers proposals for steps public relations could take to embrace the riskiness of reinterpreting perspectives and practices to develop robust Risk Intelligence.

ABSTRACT

Un análisis internacional de la presencia en Twitter de las fuentes institucionales especializadas en salud

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Las características del entorno digital transforman las estructuras funcionales del escenario comunicativo actual (Casero-Ripollés, 2010) convirtiendo a los mercados en conversaciones públicas a escala global (Levine y otros, 2008). Las redes sociales ganan en protagonismo y plantean nuevos desafíos a las instituciones que quieran gestionar con solvencia este diálogo. Una de las que mayor crecimiento ha experimentado en la última década es Twitter, la preferida para consultar información de última hora de particulares, empresas e instituciones (Silverpop, 2012).

Esta propuesta analiza de manera comparada la presencia en Twitter de las fuentes institucionales especializadas en salud pública de seis países elegidos según los tres modelos de sistemas de medios planteados por Hallin y Mancini (2008): España y Francia (pluralizado), Bélgica y Finlandia (corporativo), y Gran Bretaña y Estados Unidos (liberal). En tanto que voces oficiales, los departamentos gubernamentales tienen un papel central en el proceso de comunicación por su legitimidad democrática (Cesario, 1986; Manning, 2001). Se ha escogido el ámbito de la salud por su evidente interés público.

La metodología se basa en el análisis del contenido de las cuentas en Twitter de estos países, completado con el examen de sus páginas corporativas. Para ello, ha elaborado una ficha de análisis que contempla cuatro dimensiones: presencia en redes sociales, accesibilidad, comunidad en Twitter y actividad (diálogo con usuarios, amplificación del mensaje y aplauso a los contenidos). El trabajo de campo se realizó en 2014.

Los resultados apuntan a que Twitter es la principal red social que usan las instituciones analizadas, que promocionan su acceso preferentemente desde la parte superior de la home. Se observa un mayor dinamismo en las cuentas de los países de los modelos liberal y pluralizado, en cuanto a actividad propia y de los usuarios. Con todo, la interacción entre el público y la fuente tiende a ser limitada, de manera general.

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ABSTRACT

Promoting New Zealand: National identity, propaganda, and the 2011 Rugby World Cup

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This paper looks at the interconnections between national identity, nation promotion and propaganda through the lens of one sporting megaevent: the Rugby World Cup that was held in New Zealand in 2011. It considers the nation and the event in the context of a number of theoretical approaches such as linking recent thinking on Propaganda with the New Zealand governments attempt to reproduce the New Zealand national identity during the 2011 Rugby World Cup and use it to brand the nation to an international audience. Due to the very nature of mega sporting events and, in particular, the media coverage they receive, such events – as the London Olympics and the Sochi Winter Games clearly demonstrate – attract strong political and government interest and investment as they can communicate ideas to many publics simultaneously.

Although the word has been negatively associated with Hitler and Fascism, propaganda has recent received more neutral treatment. This paper argues that propaganda techniques and theories offer currently relevant concepts for public relations practitioners on the national and international stage. Despite the negative connotations that have previously been associated with propaganda, this paper will endeavour to consider propaganda mainly as a technique for communication rather than a term of abuse. It will argue that illustrating that the technique itself is not necessarily evil and that how it is deployed, and in what context, shape whether it is an aid to democracy or a force for authoritarian communication.

The paper will open with a focus on New Zealand in general but will, more specifically use the 2011 Rugby World Cup as a case study and lens to examine these issues. New Zealand is the youngest nation in the world and as such is still reproducing and refining its national identity on the world stage. Due to the isolation of New Zealand in comparison to the rest of the world there is a high importance placed on correctly imaging and branding the nation. The 2011 Rugby World Cup offers a good opportunity to evaluate that progress, to contribute to the literature on sporting megaevents, and to integrate these with the recent literature on propaganda.

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ABSTRACT

Communicating Risk: Student Awareness of and Responses to Clery Act Communications

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Risk communication and public relations are undergoing significant transformation and extending beyond management functions to address the rapid transformation about how people co-construct their sense of risk and counter risk as co-creators of knowledge and action. For example, in the 1970s and early 1980s, university campuses in the United States were generally considered to be safe learning environments, but this perception changed following the attack and murder of 19-year-old undergraduate Jeanne Clery inside her dormitory room at Lehigh University (Wood & Janosik, 2012).

Since the on-campus murder of Clery in 1986 and the mass shooting at Virginia Tech in 2007, the U. S. Department of Education has thrust campus safety into the spotlight with special focus on risk communication. A considerable portion of these efforts are required by the Clery Act, a federal law that is rooted in community right to know principled on the belief that information is knowledge and thus power. However, subsequent studies (e.g., Palenchar, 2008) have shown that more than just a supply of information is needed in this context. To better understand students' awareness of Clery Act required communications and their sense of risk related to campus safety, this paper uses the Social Amplification of Risk Framework (J. Kasperson, X. Kasperson, Pidgeon, & Slovic, 2003) to examine the risk communication infrastructure environment at a university campus and the relationships among communications awareness, student risk perception, and self-efficacy. A survey of university students ($N=393$) revealed that students' gender, location of the crime event, academic year, and information source impact how risk messages are processed.

These and other findings are discussed within the context of Gardner's *Five Minds for the Future* (2009) in both the cognitive notions (e.g., disciplinary, synthesizing and creating minds) and the human-sphere notions (e.g., respectful and ethical minds), positioning public relations/risk communication practitioners to avoid past mistakes, move in productive directions, and make campus' a safer and thus better place.

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ABSTRACT

Power and control in the communication of tourist destinations: limitations to the use of social media

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Digital and technological evolution involves new communicative opportunities for organizations. Destination management organizations and their communicators are using social media to communicate places and their brands to their publics. Social media are important public relations tools (Wigley & Lewis, 2012) that allow the publics' comments, their participation and the creation of dialogue (Agostino, 2013); and permit a shift in power from public relations practitioners to public (Brown, 2009). This is fundamental for the publics' engagement, to create a better image of the destination and to increase the likelihood to visit it (Munar, 2011).

However, tourist destinations do not use all the communicative potential of social media to create interactivity, publics' participation and dialogue with them. In many occasions, they use these tools as channels to disseminate information more than to create dialogue, because dialogue implies parity (Pieczka, 2011).

This article shows the results of a study analysing social media use in 5 major Spanish cities: Madrid, Barcelona, Sevilla, Las Palmas and Santiago de Compostela. This research includes a quantitative study concerning the use of social media in which interactivity and its items are analysed and a qualitative study based on in-depth interviews to communication managers of tourist destinations.

The quantitative results show the limited interactivity and the little dialogue created with the publics. The qualitative results explain the reasons of these results: lack of qualified staff, lack of management guidelines for the use of social media, lack of communication strategies and lack of structures and resources in the organizations destined to improve the communicative use of social media. But, in conclusion, all of these weaknesses are due to the lack of a necessary critical view which shows organizations that they have to conceive communication in a different way, that they have to accept they cannot keep control over the communication discourse (Coombs & Holladay, 2012), that they should enable the participation of the publics and promote dialogue with them.

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ABSTRACT

Framing intelligence in environmental communication and legislation

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Scholars have identified the major function of media in framing public discourse on legislation initiatives and on setting the public and political agenda (de Vreese, 2005; Entman, 1993, 2007; Hansen, 2010; McComb, 2005; Scheufele, 1999; Walgrave & Van Aeslst 2006). This paper expands and deepens this intelligence by examining the relative weight of different frames and the framing process. It uses three environmental legislation initiatives in Israel to investigate the interaction between the media and the process of legislation: an initiative to reduce the use of plastic bags (2008); an initiative to organize the disposal of used packages (2011); and an initiative to prevent land contamination and treat already contaminated land (2012)

The examination evaluated the scope of the media coverage in different media channels, identified the way the media framed legislative issues, and found out the relative weight of specific arguments and messages (i.e. economic, environmental, or social) in influencing legislation initiatives. In addition the research included an attitude survey designed to identify the flow of information and influence. Questionnaires were distributed to journalists who were in charge of covering environmental issues and to decision makers who were involved in the three legislation cases.

The research findings indicated that the media frames generally emphasised environmental arguments over economic, social, or other arguments. However, when the media covered a piece of controversial environmental legislation, the economic arguments got more media attention than the environmental arguments. Nevertheless, economic arguments are not sufficient when legislators try to increase media coverage for environmental legislation issues. To extend the coverage they need to emphasis additional perspectives and ensure their relevance to specific audiences. When the legislation process enjoys consensus the media tends to be more positive, supportive, and give wider coverage to the environmental legislation initiatives.

Framing that assisted high consensus around the legislation initiative and messages that ensure the practicality and the potential of the initiative to be implemented and solve problems would result in supportive and wide media coverage. This research provides practical approach and tools for strategic

planning of communication and political campaigns promoting environmental legislation.

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ABSTRACT

Measuring Image and the Idea of Collective Intelligence

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Collective intelligence can be interpreted as doings of separated individuals who are providing collective effects. In online space, the more user comments about the matter of discussion was left the higher is potential that certain repeated point of view will be used as a story frame. That observation can be very useful explanation of the value of user reviews and ratings for public relations. Nowadays it has become noticeable that many people who are indecisive in the moment when they are thinking of buying a product or using a certain service are relying on information that had left users who already have some kind of experience with the product or a service. This gathered information has effect on decision making and taking action. In the case of contemporary PR, information provided through crowdsourcing can be used for measuring image. Above all, user comments give valuable information on the characteristics of a product or a service therefore they make an important part of image. The aim of this paper is measuring image based on the idea of collective intelligence with sentiment analysis which can be observed through the use of natural language processing applications to get an insight on users' attitudes and opinions. The author is analysing user reviews on website of TripAdvisor which is presented as travel site that offers trusted advice from real travellers. Efficiency of automated sentiment analysis is compared with human coding of user reviews. The author is examining the value of sentiment analysis for PR practitioners in fast paced and changing environment.

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ABSTRACT

Can an organization know itself? An examination of moral intelligence in public relations positioning using Foucault's technologies of the self

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One of the key tenets of Positioning Theory in an organizational public relations context is the concept of the local moral order. For organizations this centers on questions relating to a) what does an organization, when devising a position for itself or others, have the right to do and say in a given context and location; and, in such a context and location, b) what duties are associated with taking such a position? Research suggests that organizations that are successfully positioning themselves or others in strategic public relations contexts are exercising a degree of moral intelligence. However, to date this notion of moral intelligence in a public relations positioning context has been underexplored.

In this paper, Foucault's technologies of the self and the idea of self-examination relating to concepts of morality are adapted to organizational public relations, and specifically organizational positioning efforts. Foucault writes that there are three major types of self-examination: first, self-examination with respect to thoughts in correspondence to reality; second, self-examination with respect to the way our thoughts relate to rules; and third, the examination of self with respect to the relation between the hidden thought and an inner impurity. An examination of how this could be applied in an organizational context, with the organization or entity replacing the concept of 'self', is undertaken. This aims to demonstrate how Foucault's work in this area could provide a framework for informing the development, implementation and measurement of public relations moral intelligence. It is proposed that it is through an organizational understanding of the local moral order, and responding and interacting appropriately (i.e. morally) with that local moral order, that an organization may be able to truly know itself and exercise moral intelligence in its public relations positioning efforts.

ABSTRACT

The Indonesia – Australia Relationship Disaster. An Example of Lack of Cultural Intelligence in Public Relations

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Over the years there have been times where the relationship between Indonesia and Australia has been less than harmonious. Although Indonesia is Australia's closest neighbour, the relationship is often stiff, full of tension, and lacking trust. The most recent relationship disaster relates to the revelations of Australia's intelligence gathering activities in Indonesia's capital, Jakarta. Many Indonesians consider that Australia has violated trust, not regarded Indonesia as a best friend and closest neighbour, and has disrespected Indonesian integrity. The diplomatic crisis became worse when Australian Prime Minister, Tony Abbott, did not respond adequately to the Indonesian proposed pathway to conciliation by sending a letter to the President, Susilo Bambang Yudhoyono, but not apologising for spying. Public relations' most basic role is to create and maintain positive relationships between an organisation and its stakeholders. Cultural knowledge and understanding are very important for public relations to achieve this goal, especially when stakeholders have different cultural backgrounds. It is necessary to understand and respond to beliefs, values, attitudes, and behaviours of the stakeholder. Such understanding plays a critical role in a diplomatic crisis between two countries as well as influencing communication strategies that will be taken by both countries. Lack of cultural intelligence can lead to unsuccessful strategic communication and can damage the relationship between two countries. In relation to the Australian-Indonesian situation, a research question was posed: What do the public statements made by both countries show about the role of cultural intelligence in the management of the disaster of diplomatic relations between Indonesia and Australia from a public relations

perspective? To answer this question, we conducted qualitative research by using document analysis. The literature on cultural intelligence informed the theoretical framework of our analysis. News articles and blog posts from both Indonesia and Australia were randomly selected as sample units. The study found that there was lack of cultural intelligence displayed in the Australian political efforts to manage the relationship between Indonesia and Australia throughout the diplomatic disaster.

ABSTRACT

Can public relations play a role in addressing developmental problems?

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With the spread of globalisation, countries in South Asia are witnessing significant economic development but this growth is hardly getting converted into true social development. The eight UN Millennium Development Goals (MDGs) have presented a good opportunity for communication professionals for addressing developing world's economic, educational, health, and human rights problems with a sense of urgency. Inagaki (2007), while underlining the importance of MDGs for communication professionals, concludes that recent research efforts in development for communication have revealed compelling evidence of positive contributions of communication toward programmatic goals.

With mainstream theories seeking the social meaning of public relations activities (Dozier & Lauzen, 2000; L'Etang & M. Pieczka, 1996; Starck & Kruckberg, 2001; Mckie, as cited in Heath, 2001), PR is also becoming increasingly relevant for the social development sector.

In addition there are commonalities between public relations and development communication; they are in fact moving towards defining communication processes to be participatory and dialogical.

In short, there is a strong case for the greater involvement of a public relations professional in development communication activities.

However, there's a need to tread this new path with some caution bearing in mind that the organization centric approach largely driven by profits, followed by public relations professionals, can be counterproductive for executing developmental programmes effectively. In reality, what a communication professional is dealing with are serious problems of health, income disparity, poverty, climate change, etc. which cannot be tackled by a simple profit or loss approach.

The presentation/paper will aim to explore the role of public relations in the social development field. It will also share the positive examples of the effective use of public relations in the social sector in India by the presenter.

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ABSTRACT

Change of Heart or Ethical Expediency? J & J's Recalls as Examined from a Non-Utilitarian, Judaic Perspective

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This case study analyzes issues surrounding Johnson & Johnson's (J & J) recent medication recalls and other items manufactured by the company and its subsidiaries. These allegations, among which are illegal kickbacks, a "phantom" recall by a contractor, and other concerns, prompted a House investigation. They have also focused attention on the ways in which the company manages its product safety issues, its public relations, and its reputation.

The author will analyze the case from utilitarian and non-utilitarian, Judaic-based points of view, with an emphasis on the Judaic approach. The latter underscores the importance of each individual's welfare and not simply that of the majority. The Jewish approach is drawn from halakha (Jewish law) and associated hashkafa (principles that exemplify Jewish values and outlook). Guided by halakha and hashkafa, Judaism would dictate that in the public interest, even the concerns of a minority must supersede corporate profits when public health and welfare are at stake. The case is significant for media and public relations ethics and demonstrates that transparency, disclosure, and corporate social responsibility are critical benchmarks of excellent public relations.

This case is also particularly germane in the context of a recent court ruling against Johnson & Johnson. The company was ordered to pay \$2.2 billion dollars because Risperdal, produced by its Janssen subsidiary, was used for non-approved purposes and was lethal to some consumers, and Omnicare, a vendor that pushed the drug to nursing homes, was paid kickbacks. This case is also highly relevant given Johnson & Johnson's "celebrity" status following the Tylenol recalls of 1982 and 1986, and recognition of its handling of the Tylenol crisis as a "gold standard" for crisis communication.

ABSTRACT

Grass with no roots: The Ethical Consequences of Astroturf Lobbying for PR

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Public relations researchers have put forward new definitions of the role of public relations in and for society due to massive criticism and mistrust from stakeholders, especially regarding corporate social responsibility (CSR). Organization-public-relations (OPR), for instance, illustrates a shift from traditional strategic corporate communication towards “building, nurturing and maintaining organization-public relationships” (Kim and Chan-Olmsted, 2005, p. 145). This approach is in line with novel, deliberative and communicative views on political CSR that assign corporations a “new political role in a globalized world” (Scherer and Palazzo, 2011; Heath et al., 2013).

While in theory these concepts prosper, OPR and political CSR appear to be in breach with the factual corporate practice. Hitherto corporations have performed their political role in corporate political activities such as lobbying or political donations (Hillman and Hitt, 1999). For instance, when engaging in grassroots lobbying, public relations professionals tried to “influence public policy by gaining support of individual voters and citizens, who, in turn, express their policy preferences to political decision makers” (Hillman and Hitt, 1999, p. 834). While this lobbying strategy is built on genuine citizen support, its specious form, astroturf lobbying, fakes grassroots activism. “Astroturf refers to apparently grassroots-based citizen groups or coalitions that are primarily conceived, created and/or funded by corporations, industry trade associations, political interests or public relations firms” (Sourcewatch, 2013). Either “uninformed activists are recruited or means of deception are used to recruit them” (Faucheux, 1995, p. 20). Such astroturf strategies are in breach with normative theories of OPR and the political responsibilities of corporations. Therefore we argue that the deliberative demands of political CSR that are known as open discourse,

participation, transparency, and accountability might serve as guidelines for OPR to prevent corporate political activities such as astroturf and thereby hinder harmful effects on society and the environment.

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ABSTRACT

Intelligent public relations: 'Minding' the future

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The competitive fields of business and management with which public relations interacts and in which it is often located are rife with concepts, models and theories on leadership, performance and effectiveness. Along with Pierre Lévy's (1997) notion of collective intelligence, referring to the capacity of groups of people to collaboratively solve problems and generate new knowledge, which is applied today through online crowdsourcing, and recent focus on creative intelligence (e.g., Nussbaum, 2013)ⁱ, emotional intelligence has been widely discussed and applied in a range of fields and forms (Goleman, 1995, 1998; Petrides & Furnham, 2000; Salovey & Mayer, 1989). Harvard University psychologist Howard Gardner (1993) went further in identifying 'multiple intelligences', which initially included seven (mathematical/logical, verbal/linguistic, spatial, body-kinesthetic, musical/rhythmic, interpersonal and intrapersonal) and was later expanded to nine with the addition of naturalistic and existential intelligence (referred to in some literature as spiritual intelligence). Other proposed intelligences include cultural, social, critical, analytical and practical intelligence (Sternberg, 1985), as well as applied uses such as competitive and financial intelligence.

Another theory/concept that has captured attention in management is Howard Gardner's 'five minds' – the disciplined, synthesizing, creative, respectful and ethical minds – which he says afford important ways of thinking about the future (Gardner, 1993).

While some of these understandings of intelligence and the human mind (i.e., thinking and feeling) have significantly influenced education and learning, as well as management and organizational communication, and gained scholarly support, many are criticized for unsubstantiated assumptions and lack of empirical evidence, as well as definitional looseness (e.g., Eysenck, 2000; Locke, 2005). Locke refers to "the fundamental absurdity of the tendency to class almost any type of behaviour as an 'intelligence'" and says that what is described is not another form or type of intelligence, but simply intelligence – the human ability to comprehend abstractions – applied to a particular life domains. He and other critics suggest that many of the concepts are "pop psychology" and should be re-labelled and referred to as a skills, abilities, knowledge or ways of thinking.

This paper presents a contrarian view of intelligences and the multiple concepts of mind and argues further that, while a range of ways of thinking – perhaps the elements of all of the intelligences and minds proposed – are applicable and important in public relations, standpoint theory offers a little-used but important precursory framework. Standpoint theory provides a postmodern method for analyzing inter-subjective discourses that recognizes the pivotal role of individuals' or organizations' location in social, cultural and political space (Griffin, 2009; Rolin, 2009). It shows that how they think and act – i.e., how they apply their intelligences and their minds – are framed (and limited) by their standpoint and draws on studies which reveal widespread organization-centricity in public relations to argue that a reconfigured standpoint is essential to broaden thinking in and about PR in the 21st century.

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ABSTRACT

Life after Goleman: Searching for the next terrestrial intelligence and ways forward for PR

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The success of Daniel Goleman's Emotional intelligence has sparked a search for a successor for over a quarter of a century. Rarely has one book and one kind of intelligence captured the cross-discipline and multiple public engagement for so long. In attempting to emulate it, Goleman himself broadened the brand with considerable success in the business and leadership market but failed to get a comparable successor in terms of the next globally-gigantic movement. But right across the spectrum a range of diverse authors have made attempts to win the international stakeholder attraction required to attain that prize.

This paper looks briefly at Emotional Intelligence and questions why it never caught on in public relations. It also examines a range of bid to be the next big intelligence, less to assess them, than to see what they might offer public relations and whether our field has explored them, or might find them productive to explore. Among the contenders, it looks at Artistic Intelligence, Financial Intelligence, Future Intelligence, Moral Intelligence, Practical Intelligence, Risk Intelligence, and Spiritual Intelligence. It also considers PR as a cluster of intelligences and contemplates how it compares with other clusters of multiple intelligences such as Applied Intelligences, Irish Intelligences, and other reconfigurations inspired by Howard Gardner's work. It concludes with some thoughts on how to reconfigure PR education to fit it to contemporary and emerging environments and maybe make a bit to be the next big cluster of intelligences.

ABSTRACT

Smart PR, dumb PR: corporate power, community resistance and media on the Gaelic coastline

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Small, coastal communities at the edge of the British Isles have been divided over the issue of development. This paper takes as a comparative case study two coastal communities – one in the North East of Scotland and the other in the West of Ireland - which have offered strong and well-organised resistance to efforts by powerful outside forces to develop these areas of outstanding natural beauty. It explores how clumsy efforts to impose development plans spurred a determined opposition movement to mount an effective and damaging campaign that includes the use of social media, documentary film and physical protest.

This paper traces common media strategies in these two campaigns, the first to challenge oil giant Shell's efforts to build a gas pipeline around the coastal town of Rosspoint in County Mayo and the second to oppose plans for 'the greatest golf course anywhere in the world' by the American business tycoon, Donald Trump in the North East of Scotland. The well-funded public relations efforts by both Shell and Donald Trump have been criticised as has regional and national media coverage which has been regarded as too favourable to development. However, activist opposition in these two remote coastal areas has harnessed the power of social media and documentary film to reach a wider audience and build links to other protest groups and environmental activists.

Public relations efforts by those for and against the developments are considered as is media coverage at a local and regional level. Finally, the paper calls for a more human, ethical and respectful approach to public relations communications, especially when used by powerful vested interests against small local communities, which might help prevent the discipline falling further into disrepute.

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ABSTRACT

Mapping Sentiment and Navigating Fault Lines: The Politicization of Water

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Water shortages are a global political issue with significant implications for communication professionals. Within Australia a number of potential technologies have been proposed to mitigate water supply issues, including recycled water and desalination. However, they are not without controversy. Within this paper we examine how various publics make sense of recycled water, analyze public sentiments in relation to recycled water and identify possible fault lines where sensitive issues have the potential to erupt into controversy.

We draw upon ten focus groups conducted across Australia using a focus group methodology we have termed reflexive dialogue. The purpose of reflexive dialogue is to open up spaces to discuss what water means and how participants make sense of recycled water.

Preliminary data analysis suggests that the starting point for public engagement needs to be re-evaluated. Examining issues relating to acceptance ignores a broader set of questions that relate to water futures, social

justice, governance and sustainability. Issues of health and safety, while of concern, fit within a broader framework of socio-economic and political concerns. The focus group data suggests that the issue of water supply needs to be opened up (Stirling, 2008), public engagement processes initiated and the priorities and conditions for alternative water supplies need to be publicly debated. In line with the conference theme, we suggest that there is a need for a type of democratic intelligence in which publics engage in decision-making about global resources – water corporations collaborate – how may citizens also collaborate in governance processes?

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ABTRACT

Public Relations under Uncertainty: Towards a revised theory

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To live in today's society is to immerse oneself in complex and uncertain situations (Beck, 2002, 2009; Evans, 2012). Public relations is only one of the institutions participating in the mission of Communicating risks and uncertainty to the public, where stakeholders have apparently irreconcilable differences, come from apparently contrasting paradigms, and have dissimilar role perceptions and practices (Orr & Reich, In preparation). As risk communication institutionalizes (Frandsen & Johansen, 2013), it becomes PR's role to aid society in assessing and managing risks.

The institution of PR can be seen as an intermediate 'Trading Zone' (Galison, 1997), in which values, norms, and ideas are being negotiated between PR practitioners from various spectrums, governments, scientists, journalists, and the public. Galison (1997, 2010) explains how conflicting teams are able to work out common grounds, by restricting and altering meanings in such a way as to create local senses. This paper seeks to enrich research on public relations by using the 'trading zone' concept to describe, explain and understand the way public relations as an institution is facing uncertainty, both from an internal and external perspective.

The paper argues for how the use of the 'trading zone' concept can help us gain a more insightful understanding of how public relations is a ground on which heterogeneous stakeholders interact with each other; of public relations practices and role perceptions; and of how public relations functions as a 'broker' regulating and directing the amount, quality, and scope of information shared within society. Conceptualizing public relations as a 'trading zone' offers a fresh and innovative angle from which the implications of complexity and uncertainty on public relations theory can be better understood.

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ABSTRACT

Spiritual Intelligence, Public Relations and Leadership: Can They Be Compatible?

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Howard Gardner's Multiple Intelligences Theory was first published in his book *Frames of Mind* in 1983. It has since evolved exponentially until the author of this study was intrigued by the intersection of the spiritual, public relations and leadership in the field of public relations. Spiritual/Existential Intelligence was one of Gardner's suggested additional intelligences after his original eight. It involves religion and "ultimate issues," as in man's purpose on earth. It could be interpreted as devolving from his original Intrapersonal Intelligence, and that is self-awareness – the capability of understanding oneself, one's relationship to others, and a person's need for and reaction to change (Businessball.com, 2014).

This Intrapersonal then leads to Interpersonal Intelligence, another of the original eight that focuses on the perception of other people, the ability to relate to other people, or the "I like people" rationale of many students for majoring in public relations. Communications, cooperation and teamwork are paramount here (Businessball.com, 2014).

From 2008 to 2014 some 2-300 interviews/papers have been written by both undergraduate and graduate students asking them to integrate their Spiritual Intelligence with public relations and leadership in the field. One such spiritual value that was examined was that of Persuasion, the art of influencing others gently – a much more effective way than forcing people to make moral choices. This could also be called a win/win, from the negotiation literature and an example of the public relations model, two-way symmetrical where an organization and a public negotiate change for mutual benefit (Grunig & Hunt, 1984).

Regarding leadership, respondents focused on Charlene Li's 2010 book on open leadership, specifically authenticity, transparency and supporting open leadership with technology. She essentially advocated for transformative leadership that would change organizations, again in a two-way symmetrical manner. The overall question for this paper then, is how can students in public relations integrate their Spiritual Intelligence into the public relations principles of win/win negotiation and symmetrical communications to become leaders and change agents in their future organizations?

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ABSTRACT

New Tendencies in PR Industry - Changes in Profile of PR Agencies Services

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Development of economics and social field has direct links with PR industry in each country. An economical crisis in the last years has impacted PR industry very significantly. Majority of business companies are interested to focus more attention on selling results and advocacy of interests to strength business position in the market. According to new tendencies of using mass media - people are reading less print media (just 12% of public in Latvia read daily newspapers); use of social media developing more and more,- it means that internet communication become a very significant part of business communication. Those trends have impacted profile of outsourced PR services in Latvia. Business companies are developing direct communication with different publics more and use third parties to pursue publics. Tendencies of growing impact of internet has impacted role of media relations to reach audience. Public opinions leaders, government, business society and decisions makers become the target audience with whom communicate by using traditional print media. Mentioned trends are impacting profile of services of PR agencies in two ways – business companies are contracting PR companies for marketing public relations activities that have integrated marketing approach to promote products or they are contracting PR agencies for strategic consultations – how to develop business in current social, political, economical environment to be more successful and have good reputation. Evidence of those changes is some researches made by RSU students and Baltic Communication Partners.

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ABSTRACT

Dialogue intelligence: Philosophy, practice, and contradictions in the life of Martin Buber

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Scholars in public relations and other disciplines identify the roots of the concept of dialogue in the writing of Martin Buber (1878-1965), a German Jew philosopher whom Kent and Taylor (2002) called “the father of modern concept of dialogue” (p. 22). Pieczka (2010) noted that the “Publication of Buber’s (1958) *I and Thou* is often referred to as the starting point in the story of modern dialogue because of the profound influence of the ideas it contained” (p. 112). This paper examines expressions of the Dialogue concept in Buber’s own life and finds contradictions and challenges in the implementation of the concept. It also suggests that Buber’s experience has lessons for the contemporary practice of public relations.

Buber’s thinking helps distinguish between what public relation literature identifies as organizational-centred persuasive strategic communication and the dialogical approach. The former tends to use unethical manipulation to achieve organizational objectives and uses one way communication with its publics (I-It). The latter sees the organization as equal partner in a network of relationships (I- Thou).

However, in his 20s Buber was also a devoted Zionist and active supporter of the Zionist vision about the return of diaspora Jews to the land of Israel. He worked together with Zionists who advocated conquering the land by force even though he objected to violence and hoped for Arab acceptance of the Zionist plan through persuasive communication and dialogue. In 1899 he was appointed spokesperson of the movement’s Agitation Committee and two years later he became editor of *Die Welt*, the official weekly Zionist magazine (Freidman, 1981). Later on he advocated for the creation of a bi-national state, and urged Zionists to dialogue with Arabs. Eventually he was marginalized and became a Zionist dissident.

Buber’s advocacy of dialogue with the Arabs had a clear agenda. He believed that through dialogue he would achieve their agreement and a consensus that would enable Jews to settle in the land of Israel. His dialogue was actually a means to achieve a specific end. His actual advocated dialogue would not fit into his own definition of a genuine dialogue that should be open to any outcome. Buber’s contradictions exemplify the challenges public relations faces when discussing and conducting dialogue as core value of the profession.

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ABSTRACT

Contemporary PR at the networking crossroads: “Who you know” offline versus “how are you linked” on social media

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This paper calls into question the transferability of offline PR networking skills to contemporary online networking practices and considers some professional and social implications for the profession. Traditionally public relations practitioners built relationships between organisations and stakeholders through their ability to facilitate networking. Offline, this involved people-to-people and organisation-to-organisation communication (e.g., through events, parties, and the creation of other opportunities for face-to-face interaction). Few practitioners were successful in building a career on their social organisational skills and ability to connect people to people, but such social networks helped practitioners to build social capital (Edwards, 2009). As well as being under-researched, the activity of networking was critiqued by radical PR scholars for supporting “elitism and class interests” (L’Etang, 1996, p. 98) because the networks were often exclusive in ways that eroded “the public sphere” (p. 98). Nevertheless, networking – within certain ethical guidelines – remains a legitimate part of such functions as lobbying, internal relations, and investor and donors relations. It is also relevant to crisis and risk management and disaster management.

In the current mediatized environment, Kent (2010) has argued that public relations scholars have mistakenly evaluated social media as dialogic while practitioners used it as “just another tool of organisational marketing initiatives and exploiting publics” (p. 650). For Kent and Taylor (1998) the dialogic nature of the online networks provided an opportunity for public relations to facilitate democratic networks rather than control the conversation on behalf of organisations. However, there is also a practical problem: networking skills that enable the creation of genuine interactions and shared experiences offline are not necessarily relevant for building online social networks.

Networking theory is mentioned in public relations literature in relation to the exchange and distribution of information (Heath, 2013). However, the goal of networking is going beyond information – it is about enabling “dialogic engagement” between organisations and partners (Bortree & Zeltzer, 2009). Both can fit into what Coombs and Holladay (2010) call “a web of relationships” (p. 8) but they stop short of describing the PR role as facilitators of these networks. This paper takes a contemporary look at traditional networking

and web-assisted networking, and explores where and how they might converge, or how they might go separate ways.

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ABSTRACT

“Well, I told you once and I told you twice”: Repetitive issues in public relations research and practice

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When looking forward to 21st century competencies and intelligences, it is appropriate to look backwards to identify the “continuities that exist, even in our world of headlong change” (Tosh, 2008, p.241).

This paper takes its theme from the Rolling Stones’ 1966 song, *The Last Time* (Jagger & Richards) in an exploration of the issues and topics that have arisen again and again in public relations research and practitioner literature. It finds that the refrain of “Well, I told you once and I told you twice, you never listen to my advice” is amply demonstrated.

Using the archive of the International Public Relations Association, in particular the organisation’s magazine, *IPRA Review*, the three “Es” of ethics, evaluation and measurement and education were found to appear numerous times as did discussion of IT’s application in PR and the roles of practitioners in the period from 1977 to 2003.

These issues continued as headline issues for researchers in the past decade (Watson, 2008). The paper argues that a new research agenda needs to be established for PR, and that education and training should reinforce decades of research and debate over ethics and evaluation and measurement, in particular.

ABSTRACT

No such thing as the general public ... or is there? How social media and multiple intelligences affect the traditional notion of publics

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For more than a few decades, university students and practitioners of public relations have been told there is no such thing as a general public; messages are more effective when targeted to specific publics or stakeholders who can affect or be affected by an organization's actions. And so the thinking has gone since the early years of modern-day public relations. But today so much of what is done in the name of public relations is influenced by the various social media and Web2.0, crowdsourcing and the idea of Collective Intelligence. Social media have created a situation where virtually any communication can be seen and interpreted by close to one-quarter of the people on earth, whether it was intended for them or not. This world-wide phenomenon also influences Creative Intelligence, Critical Intelligence; Cultural, Performing and Social Intelligences, hearkening back to Gardner's Interpersonal Intelligence (1993). In the field of public relations those intelligences can be translated to the increasing need for creativity and critical thinking especially in public relations education. Cultural can be translated to international public relations, Performance and Social to the enactment of public relations practice. In the final analysis, the concept of excluding non-targeted publics from the message has been significantly changed. RQ1: Does this new environment offer some pause over the term general public? And, RQ 2: How does that notion fit into extrapolations of Gardner's Multiple Intelligences Theory for public relations?

When traditional mass media dominated the communications spectrum, it was possible to get messages in front of millions of people over television, radio, or print media—and yet, the idea of an all-inclusive general public was still specious. To qualify as a general public for any given message, everyone in a given society would need to (1) have an equal opportunity of receiving and acting upon the message, and (2) care about the message enough to feel a need to respond (or to join with others to act upon it). If such a public truly existed, there would be no need for targeting to any specific group. The authors contend that these two criteria never surfaced—that no message has ever had such broad appeal and consequences as to affect everyone in this way, and so it made sense to support the argument that the general public did not exist.

A significant difference between traditional media messages and those on social media is the possibility of immediate, direct response. When organizations sent out messages over traditional media, they would have to measure response through indirect means: attendance at their event, coupons used at stores, and other means. With social media, message recipients can respond back to the organization directly through the same social media channel, with relatively little elapsed time between the original message and the response. In addition, there is little way to limit the original message to so-called targeted publics. Anyone with Internet access over computer, phone, or other technological device can access the message and respond. While the theory of selectivity suggests that only a small percentage of any intended message recipients might have seen the message, it is equally possible that unintended recipients can see the message and act in ways the organization had not desired. So, with these differences, it is possible that social media have created a situation where the longstanding notions of a general public needs to be re-evaluated, if not outright challenged or overthrown.

However, the authors believe that even with social media, we still have not reached a point where there is a general public as defined above. For one thing, the possibility of an entire given society actually caring about a message is still fairly remote. However, there arises an intriguing possibility of an organization sending out a message and having many more recipients than planned (or hoped) actually respond to it. The challenge, then, is how to identify a broader range of potential recipients—or a larger public. Rather than the non-existent general public, the authors propose the term latent diffused publics—a term that combines the theoretical work of James Grunig and the linkages of Esman from the 1970s. The latent element of this public suggests the public that is out there ready to respond but which will not do so until triggered by a message; the diffused aspect is the part that is difficult or impossible to identify until the public responds to the message. We believe that identifying a potential new type of public is more realistic as we move deeper and deeper into the era of social media communication. This research is a theoretical piece setting the stage for future exploratory studies.

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ABSTRACT

Intelligent acts of denial, or blind spots in intelligence?: Exploring the [too little] configuration of knowledge between media studies and public relations

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This paper explores the configurations of knowledge between the media studies and public relations disciplines. It argues that a number of public relations scholars have, in acts of both instrumental and conceptual interdisciplinary, used media studies' thought domains to particularly advance critical inquiry into public relations. Meanwhile, media studies remains resistant to conceptualising the complex social role of public relations. Rather, media scholars generally cast public relations as the anti-democratic weaponry of capitalism in its relentless capture of the hearts and minds of unsuspecting citizens. The 'sticking points' of different 'tribes' of scholars and their cultures and practices have unquestionably contributed to this too little configuration of knowledge between the two disciplines. Yet to what extent is media studies' denial of, and often refusal to acknowledge and engage with public relations limiting the scope for understanding the role that public relations plays in society, in culture, in democracies, and in managing circuits of public information? For example, for journalism scholars the link between news and democracy remains a fundamental concern, but where and how that link now exists is far from obvious and under-investigated. Understanding that relationship requires empirical investigation of how news contributes to public life – research which conceptualises news in line with changing cultural patterns of how it is identified, produced, circulated and used. This includes acknowledging and researching the shift in news production and dissemination that has occurred with power moving away from journalism to public relations. It involves engaging with public relations practitioners, many who are ex-journalists, to explore how they conceptualise and configure their knowledge, and intelligences, as information brokers in the public sphere. Such interdisciplinary work has the potential to contribute to vastly more complex theorising of public relations' place in the 21st Century.

ABSTRACT

Counterintelligence initiatives: Unlearning for democracy and public relations

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This paper discusses a dissident perspective associated with intelligence and explores its implications for public relations. It begins by aligning with Sternberg's (2000) view that in conceptualisations of intelligence the notion of learning is a recurring theme. In this context learning and the knowledge associated with it are seen as desirable elements in the development of both individual and collective intelligence. It is this thinking which underpins dominant management discourses associated with ideas such as the knowledge society (Drucker, 1993) and the learning organisation (Pedler, Burgoyne & Boydell, 1998). Shih-wei Hsu (2013) in his recent advocacy of alternative learning organisations argues that these managerial discourses have become pre-occupied with a desire to promote organisational competitiveness, effectiveness and efficiency; rather than solving our (that is, society's) problems. This leads him to call for organisations to engage in a process of radical unlearning. This paper builds on this and shifts from this organisational context and considers the idea of unlearning from a wider disciplinary perspective.

The paper suggests that unlearning is required in the PR field when scholars find ways of suppressing ideas and information that might challenge the field's status quo and/or dominant paradigm. This is linked to the belief that learning is an inherently social activity driven by the dynamics of power. Unlearning in contrast refutes the idea that learning is a universally positive activity and instead highlights the need for caution when framing ideas around key concepts such as PR intelligences. This leads to the view that unlearning can become a useful form of counter-intelligence in public relations, acting as an antidote to repressive tendencies. Indeed, according to Chokr (2009), unlearning builds on Foucault's idea of dominant versus subjugated knowledge and suggests that it provides an opportunity to bring previously marginalised voices to the fore. To illustrate the point the paper argues that prescriptive typologies that delineate what PR professionals should and shouldn't do (Grunig, 1992) serve to neuter discussion around the contemporary challenges facing practice.

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ABSTRACT

An auto-ethnographic account of positioning in public relations and the types of knowledge(s) necessary to support such positioning

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This paper reports on an auto-ethnographic study documenting my experiences working as a public relations officer for a large not-for-profit organisation in Australia. The study used positioning theory, which is a social psychological approach used to understand social interactions, and also drew on Gardner's (2009) 'Five Minds for the Future' to explore the different types of knowledge(s) necessary to support such positioning.

The study found that using an auto-ethnographic approach and applying a positioning discourse analytical framework provided insights into professional practices. It especially demonstrated how knowledge (and power) is discursively constructed. Applying Gardner's premise of multiple intelligences provided further insights in terms of allowing an analysis of how different "knowledges" were variously enacted to support the positions taken.

For example the 'respectful mind' proposed by Gardner was found to be important in social episodes with colleagues. Equally the synthesizing and creative minds were important in social episodes in which emergent strategies were being discussed. Gardner's concept of the ethical mind and the disciplined mind were explored through auto-ethnographic reflections.

This study adds to recent work on positioning theory and to its applicability for understanding public relations professional practices. It also builds on recent work wherein a positioning discourse analytical (PDA) framework is being developed. Findings from the study will be of benefit to public relations practitioners and will also be potentially of interest to academics teaching into public relations courses. Auto-ethnography is a relatively underused methodology and as such the paper may also be of interest to researchers seeking to similarly use this research approach.

ⁱ The author's university introduced a Bachelor of Creative Intelligence and Innovation degree in 2014.