



ByLINE

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Smart Marketing: The Branding Edge

Join IABC/Philadelphia for a special meeting on Tuesday, October 14. We have been invited by the Entrepreneurs' Forum of Greater Philadelphia to attend their program "Smart Marketing: The Branding Edge." This meeting is free to Forum and IABC members. In order to attend, IABC members **MUST RSVP** to the Forum via Fax at (215) 640-3340 or email at info@efgp.org.

Networking begins at 5:30 pm, and the panel discussion will be held from 7:00 to 8:30. Refreshments will be served. The event will take place at the Federal Reserve, 7th and Arch Streets, Philadelphia.

PANEL PARTICIPANTS:

Jay Everette, General Bank Group Relationship Director, Corporate Marketing, Wachovia Corporation

Jay Everette provides executive leadership to all marketing activities for the General Bank Group at Wachovia Corporation, one of the largest providers of financial services to retail, brokerage and corporate customers throughout the East Coast and the nation. Wachovia has assets of \$364 billion and stockholders' equity of \$32 billion as of June 30, 2003. Jay joined the company in 1996 and previously served as Cross Enterprise Relationship Director in Corporate Marketing, and as Director of Integrated Marketing Communications and Communications Manager.

David Fuller, Vice President/Director of Client Services, The Brownstein Group

David Fuller is Vice President/Director of Client Services at The Brownstein Group (TBG), a privately-held brand-identity agency integrating advertising, public relations, design, direct and interactive marketing. Founded in 1964, TBG broke ground as a creative boutique by producing innovative advertising for some of Philly's best-known retail brands. TBG is recognized as one of the nation's most respected full-service branding agencies with offices in Philadelphia and Seattle. The firm serves clients in the entertainment, healthcare, apparel, travel and tourism, financial, industrial, communications, technology, education and automotive markets. David Fuller manages the day-to-day operations of Brownstein's Account Management group. His previous posts include Ogilvy & Mather, Grey Worldwide, and Grace & Rothschild Advertising.

MODERATOR: Art Stewart, President/Senior Counsel, Stewart Strategies Group, LLC

Art Stewart has developed his expertise in leadership planning and development, strategic counsel, marketing and communication strategy, and crisis management from over twenty years of experience across the spectrum of his profession. In 1993, he founded Stewart Strategies Group (SSG) in Cambridge, Mass., and three years ago relocated the firm to the Philadelphia region. SSG is a marketing and communications management firm that provides leadership and brand strategies, crisis and reputation management, customer retention and loyalty strategies, and advocacy strategies for a diverse client portfolio of corporate, non-profit and cause related leaders. Last Spring SSG launched a new online Intelligence Briefing, "The Strategic Perspective," which is available free at stewartgrp.com. Art's earlier experience includes one of New England's leading advertising/PR agencies, Mullen, and at The Interface Group, creators of COMDEX.

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A Message from the President Modifying IABC's Dues Structure

The cost of membership is comprised of headquarters, chapter and district dues. Recently, IABC Headquarters revisited the dues structure and fees. After many years without an increase, Headquarters has added a one-time catch-up fee to the headquarters portion, which increased member dues by \$28 as of October 1, 2003. This increase enables Headquarters to provide members with top quality services including online tools, a monthly magazine, educational reference guides and more. Also, IABC has simplified the dues structure for all U.S. and Canadian chapters and districts.



For some chapters, chapter dues have decreased or stayed the same. In other chapters, dues have increased slightly. Any increases will go directly to chapters for local programming; none of the extra funds will be kept at IABC Headquarters.

IABC Philadelphia's chapter dues have increased by \$10. Now, IABC membership will cost \$318 for new members and \$278 for renewing members. (There is typically a one-time administrative fee of \$40 when a new member joins IABC.) These additional funds will go toward IABC Philadelphia's professional development programs, EPIC awards program, online newsletter, email distribution services, membership development and administrative costs. Therefore, the breakdown of our membership cost is \$203 for headquarters, \$65 to the chapter, and \$10 to the district, District One.

The presence of more than 20 IABC chapter dues levels and four district dues levels in the United States and Canada added extra steps to the recruitment process and hampered the functionality of online registration.

As IABC looked for ways to increase administrative efficiencies and save costs, it became clear that aligning chapter and district dues would help reduce manual processing and make back-end administration quicker and easier. We hope this move also leads to increased member satisfaction through the launch of quick, self-serve online tools for registration and renewal purposes at our international headquarters.

For more information or questions about the dues restructuring, please contact me at ldurst@amh.org or (215) 481-7556. Our chapter board is dedicated to meeting the needs of our members. Please do not hesitate to contact members of the board with inquiries.

Lisa A. Durst

President, IABC Philadelphia

SAVE THE DATE!

Save lunchtime, Thursday, November 13, for our next meeting, as we present Art Shostak, labor/workforce expert and futurist. Location will be Center City. Details coming soon!

A New Call for Strategic Communication Leadership

Today our national life is focused more than ever on leadership. This concern focuses beyond Wall Street to every avenue of our lives – government and public policy, sports, religion, and education.

The roster of American companies, organizations and institutions whose leaders have, at worse, betrayed the trust of their constituencies, or at best merely fallen short of expectations, reads like *Who's Who*. We are working through the greatest breach of trust and confidence in leadership in a generation. Our constituents are more cynical, less trusting, and increasingly suspicious. This is producing a more resistant, if sometimes hostile, environment for advancing our organizations' mission or business agenda.

Communications is needed now more than ever to serve as a strategic management function. Why?

The old artificial distinctions between constituencies have been swept away. There is no longer a consistent state but rather a prolonged migration based on testing, learning and adapting.

This new lack of permanence is bringing about a significant change in how organizations compete. Many businesses that used to flourish with traditional, functional hierarchies are being forced to discard them in favor of more fluid, cross-functional approaches tied to strategic themes (a model the technology industry long ago embraced). In today's marketplace, 85% of the value created

in organizations is derived from intangible assets - such as brand equity, information, proprietary intelligence and human capital.

Strategy-centric communicators have an opportunity to assert new leadership that results in a greater impact upon the overall competitive health of their organization. With this in mind, consider some guideposts for your own journey in leadership:

Commit to courage.

Real leadership is more a calling of high order, not as much about the power and the glory. Follow-through and fulfillment are its hallmarks: do what you say you'll do and act according to who you profess to be.

Authenticity breeds confidence.

Authentic leadership is about integrity. An organization whose ethical house is in order will reduce the fear of competitive vulnerability.

Develop a plan and stay fluid.

You go nowhere fast without a strategy. First, commit to your vision, which should be rock solid. Then develop a fluid strategy to navigate the vision.

Watch out for pretense.

Being "unavailable" for the concerns of the moment creates an avoidance syndrome that can infect the organization. We've already witnessed how the "What I don't know (or don't have time to know), I don't have to deal with" syndrome can play out.

Don't do 'group think'.

Don't let your actions or inaction imply endorsement of the assumed way of thinking. If you want to inspire, acquire unconventional wisdom.

Resist the temptation to pull rank.

Resist pulling rank or maneuvering behind "protocol" when tough issues must be dealt with. Today's shepherd leaders flourish within horizontal organizations of mission clusters rather than authoritarian 'divisions' of hierarchal, centralized authority.

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Trust the deputies you surround yourself with.

Leadership begins with your front line constituency: your trusted inner circle of expert deputies. One of the surest paths to failure is to not listen or not act upon the knowledge of the experts you hire to surround yourself with. Don't micromanage, macro inspire.

Don't make your inner circle compete for access or attention.

The old style of authoritarian rule creates a climate in which senior executives compete with each other for the CEO's attention and allegiance. This leadership style can be fatal in the horizontal organization. There are stunning examples of this flawed management model from the scandals we now know were primarily spawned by organization cultures that *enabled* duplicity. Colleagues who vie for your boss' allegiance in this fashion are likely also competing with each other in areas that don't serve the organization's interest as a whole. It's a recipe for crisis.

Don't misinterpret independent thinking as disloyalty.

You can react to 'out of the box' thinkers by misreading their passion for contrary viewpoints as disloyalty. For them, having a big-picture perspective requires a large degree of critical analysis to say nothing for the courage to speak up. This type of employee can be your greatest personnel asset. Put the right security and accountability checks in place so your true disciples aren't squelched by your misplaced distrust or paranoia.

Recognize the true contributors to your success.

Confident, secure leaders generously tout the contributions of their deputies. It's an "us" not a "me" game.

Art Stewart is President/Senior Counsel of Stewart Strategies Group, LLC, (www.stewartgrp.com) a marketing and communications management firm based in Wayne, PA. Art is a member of IABC's Washington, D.C. chapter, and is moderating the Branding panel discussion at our October 14 meeting.

10 Benefits of Managing Ethics in the Workplace

Many people are used to reading or hearing of the moral benefits of attention to business ethics.

However, there are other types of benefits, as well. The following list describes various types of benefits from managing ethics in the workplace.

1. Attention to business ethics has substantially improved society. A matter of decades ago, children in our country worked 16-hour days. Price fixing crippled normal market forces. Employees were terminated based on personalities. Then society reacted and demanded that businesses place high value on fairness and equal rights. Anti-trust laws were instituted, government agencies were established, and unions were organized.

2. Ethics programs help maintain a moral course in turbulent times. Attention to business ethics is critical during times of fundamental change -- times much like those faced now by businesses. During times of change, there is often no clear moral compass to guide leaders through complex conflicts about what is right or wrong. Continuing attention to ethics in the workplace sensitizes leaders and staff to how they want to act -- consistently.

3. Ethics programs cultivate strong teamwork and productivity. Ethics programs align employee behaviors with those top priority ethical values preferred by leaders of the organization. Usually, an organization finds disparity between its preferred values and the values actually reflected by behaviors in the workplace.

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values and the values actually reflected by behaviors in the workplace. Ongoing attention and dialogue regarding values in the workplace builds openness, integrity and community -- critical ingredients of strong teams in the workplace.

4. Ethics programs support employee growth and meaning. Attention to ethics in the workplace helps employees face reality, both good and bad -- in the organization and themselves. A recent finding: the more emotionally healthy executives, as measured on a battery of tests, the more likely they were to score high on ethics tests.

5. Ethics programs are an insurance policy -- they help ensure that policies are legal. There is an increasing number of lawsuits in regard to personnel matters and to effects of an organization's services or products on stakeholders. Ethical principles are often state-of-the-art legal matters. It is far better to incur the cost of mechanisms to ensure ethical practices now than to incur costs of litigation later.

6. Ethics programs help avoid criminal acts "of omission" and can lower fines. Ethics programs tend to detect ethical issues and violations early on so they can be reported or addressed. In some cases, when an organization is aware of an actual or potential violation and does not report it to the appropriate authorities, this can be considered a criminal act, e.g., in business dealings with certain government agencies, such as the Defense Department.

7. Ethics programs help manage values associated with quality management, strategic planning and diversity management -- this benefit needs far more attention. Ethics programs identify preferred values and ensuring organizational behaviors are aligned with those values. This effort includes recording the values, developing policies and procedures to align behaviors with preferred values, and then training all personnel about the policies and

procedures. This overall effort is very useful for several other programs in the workplace that require behaviors to be aligned with values, including quality management, strategic planning and diversity management.

8. Ethics programs promote a strong public image. Attention to ethics is also strong public relations -- admittedly, managing ethics should not be done primarily for reasons of public relations. But, frankly, the fact that an organization regularly gives attention to its ethics can portray a strong positive to the public. People see those organizations as valuing people more than profit, as striving to operate with the utmost of integrity and honor. Aligning behavior with values is critical to effective marketing and public relations programs. Consider how Johnson and Johnson handled the Tylenol crisis versus how Exxon handled the oil spill in Alaska. Bob Dunn, President and CEO of San Francisco-based Business

for Social Responsibility, puts it best: "Ethical values, consistently applied, are the cornerstones in building a commercially successful and socially responsible business."

9. Overall benefits of ethics programs:

Donaldson and Davis, in "Business Ethics? Yes, But What Can it Do for the Bottom Line?" (Management

Decision, V28, N6, 1990) explain that managing ethical values in the workplace legitimizes managerial actions, strengthens the coherence and balance of the organization's culture, improves trust in relationships between individuals and groups, supports greater consistency in standards and qualities of products, and cultivates greater sensitivity to the impact of the enterprise's values and messages.

10. And, most importantly, formal attention to ethics in the workplace is the right thing to do.

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Article provided by IABC International.

2003

EPIC

Winners

1A: Annual Report, Shareholder

No winner

1B Annual Report, Nonprofits

Tie: Karen Burger, AICPCPU; Wendy Romano, Philadelphia College of Osteopathic Medicine

2: Video: No winner

3 Benefits Communication

Barbara Del Duke, CIGNA



4: Communication Measurement

No entrants; no winner.

5A: Communications Campaign Internal

Tina Angelo, CIGNA

Honorable Mention: Adriane Glodek, Unisys

5B: Communications Campaign External

Melissa Matyas, WHYY

5C: No winner

6A: Electronic Media Internet

Roseann McGrath Brooks, Unisys

Honorable Mention: Karlyn Messinger, PA Institute of CPAs

6B: Electronic Media Intranet

Barbara Del Duke, CIGNA

6C: Electronic Media Other

Wendy Romano, Philadelphia College of Osteopathic Medicine

7A: External Publication Magazine

Roseann McGrath Brooks, Unisys

7B: External Publication Newspaper

Elizabeth Verna, Sisters of St. Francis

7C: External Publication Newsletter

Holly Cass, The PMA Insurance Group

8A: Internal Publication - 5000 Employees Magazine

Denise Jefferson, Charming Shoppes

8B: Internal Publication - 5000 Employees, Newspaper

No entrants



8C: Internal Publication: 5000 Employees, Newsletter

Gail McVicker



9A: Internal Publication: +5000 Employees, Magazine

Kathy Foster/Leslie Harris, Astra Zeneca Pharmaceuticals

9B: Internal Publication: +5000 Employees, Newspaper

No entrants.

9C: Internal Publication: +5,000 Employees, Newsletter

Justin Coffin, CIGNA

10A: Marketing Communications: Brochure

Bob Warkulwiz, Warkulwiz Design Associates

Honorable Mention: Jocelyn Canfield Kelemen, ABC, Communication Results

10B: Marketing Communications: Direct Sales

Holly Cass, The PMA Insurance Group

Honorable Mention: Jocelyn Canfield Kelemen, ABC, Communication Results

10C: Marketing Communications: Other

Bob Warkulwiz, Warkulwiz Design Associates

11: Writing

Richard Dikeman, Vanguard

Honorable Mention: Holly Cass, The PMA Insurance Group

12. General Communications

Bill Seiberlich, Saint-Gobain Corporation