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Editor-in-Chief

O'Dwyer's Newsletter



**The Inside News of
PR and Marketing
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NONPROFIT NEEDS MEDIA RELATIONS HELP

Global nonprofit the Elizabeth Glaser Pediatric AIDS Foundation is seeking an agency that can provide media relations work and special event coverage for a forthcoming festival and fundraising event.



**ELIZABETH GLASER
PEDIATRIC AIDS
FOUNDATION**

For nearly 30 years, EGPAF has held its annual signature event, A Time for

Heroes, which is intended to bring together families to celebrate the organization's mission to end AIDS in children worldwide.

EGPAF is seeking an agency that can provide media relations services, working with the organization's external affairs team to secure event media coverage, establish new media contacts and position EGPAF as a global leader in the effort to end AIDS in children. Total available budget is \$15,000.

Proposals, due by July 6, should be sent via email to Cathy Colbert, senior awards and compliance officer, CColbert@pedaids.org, as well as to Clare Dougherty, senior director, external affairs, CDougherty@pedaids.org and Meghan Quinn, manager, media relations and external engagement, mquinn@pedaids.org.

[Download the RFP \(PDF\).](#)

TOP TWITTER, FACEBOOK PR PROS EXIT

Kristin Binns, Twitter's head of corporate communications, is heading to interactive entertainment company Activision Blizzard, where she will serve as senior VP and chief communications officer.

Elliot Schrage, Facebook's VP of communications and public policy and leader of the company's response to the Cambridge Analytica scandal, has announced that he is stepping down.

Binns joined Twitter in September 2016 and before that was VP-PR at health insurance plan provider Anthem. At Activision Blizzard, she will oversee global communications, with responsibility for creating a comprehensive communications strategy for the company.

Schrage, who was at Google before coming to Facebook, came under fire for Facebook's slow response to the controversy surrounding Cambridge Analytica. In addition, just days before his departure announcement, activist investor Natasha Lamb published a piece in the *Financial Times* accusing him of sexism in his dealings with her.



Kristin Binns

WPP DEFENDS HANDLING OF SORRELL'S EXIT

WPP chairman Roberto Quarta defended the handling of the "extraction" of founder Martin Sorrell, telling shareholders at the June 13 general meeting "the board acted appropriately throughout," according to the BBC.



Roberto Quarta

Quarta assured investors that WPP acted in conjunction with "unequivocal legal advice."

Following the *Financial Times* report that Sorrell allegedly verbally abused executive assistants and junior staffers, Quarta said WPP's policy is to treat all staffers with respect.

Meanwhile, WPP revenues slipped four percent to \$4.8B for the Jan.-April period. Like-for-like revenues rose 0.8 percent.

WPP says the PR/PA unit rebounded in April.

MANAFORT SENT TO JAIL

A federal judge revoked bail for Paul Manafort and ordered Donald Trump's former campaign manager to jail to await his trial for violating federal lobbying laws.

Judge Amy Berman made the decision following allegations made by Special Counsel Robert Mueller that Manafort was involved in witness tampering.

According to Mueller, Manafort tried to tell potential witnesses in his case to lie about his lobbying efforts.

Manafort had been under house arrest after posting a \$10M bond. His trial is expected to begin in September.

Ogilvy LOBBIES FOR WELLS FARGO

Ogilvy has signed on as DC representative for Wells Fargo & Co., which is seeking to rebound from its cross-selling scandal in which new accounts were secretly opened for customers.

The WPP unit handles policy issues impacting banks, housing finance and Dodd-Frank Act overhaul.

Dee Buchanan, who worked for 11 years for House Financial Services Committee chairman Jeb Hensarling, handles Wells Fargo, along with Karissa Willhite, ex-aide to Jersey Senator Bob Menendez.



Dee Buchanan

Wells Fargo launched an ad campaign last month carrying the tagline, "Established 1852, Re-Established 2018 with a Recommitment to You."

The effort says Wells Fargo is working hard to regain consumer trust.

BAHRAIN INKS \$1.6M PACT WITH BGR

Bahrain has signed BGR Government Affairs to a two-year strategic communications contract worth \$1.6M.



Ed Rogers

BGR chairman Ed Rogers, former aide to the late Republican political consultant Lee Atwater and deputy assistant in the George Bush I White House, leads the team that includes former journalist Jeffrey Birnbaum (*Wall Street Journal*, *Time*, *Washington Post* and *Fortune*) and Clinton/Obama White House staffer Maya Seiden.

Bahrain has long been criticized for a crackdown of its majority Shia population by its Sunni leadership. The island nation, which is closely aligned with Saudi Arabia, is part of the Arab coalition that erected the economic and political blockade of Qatar for its alleged ties to Iran, which also is dominated by Shias.

Some fear Bahrain's crackdown will build support for Iran.

Bahrain is home to the US Navy's Fifth Fleet.

ROGERS & COWAN & TRAVOLTA HIT BROOKLYN

Rogers & Cowan handled John Travolta's June 12 return to the Brooklyn pizzeria that was featured in the 1977 "Saturday Night Fever" blockbuster movie.

In the film, Travolta's character Tony Manero orders two slices of pizza on top of each other from Lenny's Pizzeria and eats them while he struts down 86thSt. in Bensonhurst. That iconic scene has made Lenn's something of a tourism destination as visitors still order the double-decker slice.



The Saturday Night Fever commemoration came as Travolta's new film "Gotti," a biopic of the late Gambino family crime boss, opened on June 15.

Last year, the Bay Ridge section of Brooklyn marked the 40th anniversary of "Saturday Night Fever," as the film's super-fan Gianluca Mech spent more than \$200K to recreate the "2001 Odyssey" disco, where Travolta danced the night away in the movie.

KEKST REPS LAYNE CHRISTENSEN SALE

Kekst & Co. helped Texas-based Layne Christensen Co., water management/infrastructure services operation, overcome activist shareholder and bondholder opposition to its \$565M sale to California's Granite Construction. The deal was announced in February.

Cetus Capital led the charge against the merger, viewing the offer's value for Layne as inadequate.

Layne did receive major boosts from leading proxy advisory firms ISS and Glass Lewis.

Cetus voted against the merger at Layne's June 13 meeting, a session where 92 percent of votes cast supported the deal.

Daniel Yunger, managing director, led the Kekst team working for Layne.

PEOPLE ON THE MOVE

PAN Communications has hired **Catherine Doyle** as vice president and co-lead of the firm's leadership team in San Francisco. Doyle joins PAN from LEWIS, where she served as vice president. Before that, she was a senior account executive at Loomis Group. At PAN, Doyle will support PAN's San Francisco office in targeting late-stage tech companies.



Catherine Doyle

APCO Worldwide has hired **Alexandra Lazorchak** as senior strategy, health strategy, based in New York. Lazorchak was previously at the firm from 2012 to 2015, serving as vice president, health care. Most recently, she was senior vice president, health care at Weber Shandwick. Before that, she was team leader at Biosector 2.

The **Detroit Lions** named **Eamonn Reynolds** as new director of football communications, taking over for Bill Keenist as the club's top PR employee. Reynolds, who originally joined the Lions in 2012, was hired into a full-time role in 2013, and most recently served as the club's assistant director of football communications.

Bird, a company that provides a fleet of shared electric scooters that can be accessed via smartphone, has named **Rebecca Hahn** senior vice president of communications. Hahn comes to Bird from The OutCast Agency, where she was a partner and also served as senior vice president. Previously, she was director, corporate communications at Oracle. At Bird, Hahn will design and oversee the company's communications and marketing strategy. The company has also brought on Wendy Mantell, formerly the senior vice president of legal at fantasy sports company FanDuel, as deputy general counsel.



Eamonn Reynolds

SHIFT Communications has hired **Matthew Raven** as vice president. Raven comes to SHIFT from Terakeet, a Syracuse, NY-based provider of digital marketing technology and managed services, where he most recently served as vice president, brand strategy. Raven will lead SHIFT's marketing technology practice, working directly with account teams to help expand the firm's data-driven services and offerings.



Vanita Gowda

Vanita Gowda has joined **Columbia University's** Mailman School of Public Health as chief communications officer. For the last few years, Gowda has provided strategic counsel and tactical execution services to public and private sector clients including the World Health Organization, Pathfinder and EngenderHealth. Previously, she served as director, advocacy and communications at Global Health Strategies; manager, corporate responsibility and strategic philanthropy at APCO Worldwide; and policy advocacy specialist at the International AIDS Vaccine Initiative.

SOCIAL PURPOSE IS GOOD FOR BUSINESS

Americans widely expect companies today to align their operations with a sense of social purpose, according to a study issued by Boston-based agency Cone and global PR powerhouse Porter Novelli.

The Cone/Porter Novelli study found that more than three-quarters (78 percent) of Americans no longer believe it's acceptable for companies to simply make money, and even more (79 percent) think companies should work to address social issues as well.

When it comes to the social issues Americans most want companies to address, privacy and internet security (86 percent), job growth (86 percent) and healthcare access (85 percent) took top billing, followed by sexual harassment (83 percent), racial equality (81 percent), women's rights (80 percent) and the cost of higher education (76 percent).

Companies imbued with a sense of purpose also forged deeper bonds with consumers: 77 percent said they feel a stronger emotional connection to purpose-driven companies over traditional companies, and 67 percent said they believe these companies care about them and their families. 80 percent of respondents also said they feel they're doing something beneficial for society when they buy products or services from purpose-driven brands.

It doesn't hurt that an effective CSR mission can markedly affect companies' bottom line as well. Nearly nine-in-10 (88 percent) of respondents said they'd buy products from a purpose-driven company, two-thirds (66 percent) said they'd switch brands to one that's purpose-driven, and more than half (57 percent) said they'd pay more for a purpose-driven product.

Moreover, the study found that a clearly-stated mission can also effectively turn consumers into brand advocates: 68 percent of those polled said they're more willing to share content about those purpose-driven companies via social media, and that viral activity doesn't pertain merely to a company's CSR efforts but usually includes product information (66 percent) and promotions and sales (64 percent) as well.

Americans also expect companies to clearly articulate their purpose. A majority of respondents (61 percent) admitted that they don't believe a company has a social mission unless it's clearly stated in a place they can easily find, such as on product packaging, a website or in an employee handbook.

No sector appears to be off-limits for CSR initiatives, but consumers seem to believe that companies in the health and wellness, food and beverage and technology sectors have a higher bar to communicate a sense of purpose than others.

Findings for the 2018 Cone/Porter Novelli Purpose Study were derived from an online survey conducted in March by M/A/R/C Research among a random sample of more than 1,000 U.S. adults.

Cone and Porter Novelli are both part of Omnicom.



MARTIN TO 'CANADA'S CANNABIS COMPANY'

Invictus MD Strategies Corp., which bills itself as "Canada's Cannabis Company," has hired Jessica Martin as VP-PR and regulatory affairs.

As former Press Secretary and Senior Advisor to Ontario's Minister of Finance, Martin led the development and execution of Ontario's communications strategy for cannabis legalization.

At Invictus, Martin will serve as spokesperson and senior communications lead on major projects and public disclosures.

Founded in 2014, Vancouver-based Invictus says it's committed to providing patients and adult users with high-quality medical-grade cannabis. It has more than 250 acres of production capability.



Jessica Martin

PORTLAND PITCHES FOR KAZAKHSTAN

The Republic of Kazakhstan's Washington Embassy has retained Britain's Portland PR for media outreach efforts as well as to provide a spate of communication services to promote Kazakh culture in the U.S.

According to Foreign Agents Registration Act documents filed in June, Portland's New York outpost will provide ongoing communications support to the oil-rich former Soviet Union state's Embassy.

The contract, which went into effect at the end of May and expires in December, nets Portland \$140,000.

Kazakhstan recently engaged Portland to handle Kazakhstan president Nursultan Nazarbayev's January visit to the White House.

Portland was founded in 2001 by Tim Allan, a deputy press secretary to former UK prime minister Tony Blair.

OBAMA AIDE, DEM POLITICO LAUNCH FIRM

Former Obama Administration and DNC officials Luis Miranda and Mark Paustenbach have launched Ambassador Public Affairs.

Ambassador offers strategic messaging, crisis management, media relations, coalition communications and a media training program, with a focus on advising clients on their interactions with the changing media and digital landscape.

Miranda was a communications advisor to President Obama, working with the communications and press teams, as well as supporting the National Security Council to advance the president's agenda throughout the hemisphere. He also worked on five presidential campaigns.

Paustenbach was most recently deputy communications director and national press secretary for the Democratic Party during the 2016 presidential primaries and general election campaign. He previously served as spokesperson for the Troubled Asset Relief Program (TARP), the U.S. government's response to the financial crisis.



Luis Miranda

M BOOTH HEADS LIST OF BIG APPLE WINNERS

M Booth and Carmichael Lynch Relate came out on top at the 2018 PRSA-NY Big Apple Awards, which were presented on June 11 at the Mandarin Oriental in New York. The main focus of the evening, however, was on the importance of fostering diversity in the PR industry.



M Booth took home nine trophies, including the Best of the Best Award for its “Pair Up with JC Penney” campaign, in which the retailer teamed with the Y to provide underprivileged children with undergarments. The agency also won three Big Apple Awards in the Corporate and Social Responsibility category.

Carmichael Lynch Relate ran a close second, scoring seven Big Apples, including two in the Integrated Communications category and three in Marketing Consumer Products.

Ketchum snagged four trophies and Interfuse Communications, which is part of Ketchum, brought in another two. Edelman also won four Big Apples.

Hunter Public Relations, The TASC Group, WE Communications, RXMOSAIC and Citizen Relations all won three awards. Weber Shandwick, RF|Binder, Diffusion, Makovsky, Weill Cornell Medicine, Kwitken, Golin and GCI Health were all double winners.

Bringing diversity into the mix

But it was the need to create a more inclusive and diverse environment at PR firms that took center stage.

One part of that move toward diversity was the presentation of the inaugural President’s Diversity Data Honor Roll Award, created to recognize PR agencies that have stepped up and submitted their diversity data, explained PRSA-NY chapter president Sharon Fenster.

Finn Partners, Hunter Public Relations and The Zeno Group were the first recipients

“Publicly sharing diversity statistics has proven to be one of the most important steps to greater workplace diversity,” Fenster said to the crowd of over 400.

“We need to know where we stand to determine where we want to go as an industry,” Fenster stressed.

Fenster pointed out that diversity in senior ranks is essential because that’s where decisions are made. “Leaders can truly leave a stamp on the organization, ensuring that its values are aligned with its culture,” Fenster said.

A recent McKinsey study shows that companies which reflect the demographic statistics of the communities they serve and in which they operate, earn a full 30 percent more than their competitors, Fenster explained.

“That’s right, you heard me, 30 percent more,” Fenster stressed.

Fenster acknowledged that while progress is being made, there’s a lot more to do. “Companies must step up to the plate. They must put all their diversity data into the world and face the scrutiny we all need to face.”

Tom Suiter, HP corporate affairs, explained that his company, which sponsored the diversity honor roll, is signaling to their agencies that diversity is an absolute business imperative and will be for the foreseeable future.

“Diversity is a marathon; it takes time. You can’t get there overnight because you have to recruit, you have to retain the pipeline, you have to work at it,” Suiter said.

Inclusion, however, is a sprint, Suiter noted. “You can start today, right now.”

HP strives to be a destination of choice for women and unrepresented groups seeking careers in technology, Suiter explained.

Shelley Spector, president, Spector & Associates and founder of The Museum of Public Relations was presented with the Philip Dorf Award, honoring those who foster the careers of PR pros.



Shelley Spector receiving the Philip Dorf Award.

Spector explained that when she started out, women leaders were few and far between in PR. She was heavily influenced by AT&T’s Marilyn Laurie, who she met early in her career. Laurie was the highest-ranking PR woman in corporate America at the time.

Laurie never veered far from her humble New York beginnings, Spector explained. “She sounded just like my Aunt Harriet, who herself was raised in the same Bronx neighborhood as Marilyn.”

“Fortunately for young people today, there are more role models of every gender background or color that at any time in PR history. And there are more opportunities to connect with them than ever before,” Spector said.

Roger Bolton, president of The Arthur W. Page Society, took home the night’s top honor as the John W. Hill Award winner, which recognizes career achievement in the practice of PR.

“Our job is to help our clients to be deserving of trust by doing the right thing in the right way,” Bolton said. “Let’s make it our mission to advocate for diversity, for inclusion, for reconciliation and for positive change that improves lives.”

Pietra PR CEO/founder Olga González was presented with President’s Award, which in give for outstanding service to PRSA and PRSA-NY.



John O’Dwyer and Doug Simon

O’Dwyer’s picked up its first Big Apple for Best Coverage of the New York PR Community by a Trade.

The award was presented to publisher John O’Dwyer by Doug Simon, president-elect of PRSA-NY and president & CEO of D S Simon Media.

“For the first time, finally, when people are talking about fake news, they aren’t talking about us,” Doug Simon joked when he kicked off the evening.

To see a complete list of winners, as well as those who received honorable mentions, go to <https://www.prsany.org/page/2018BigApple>.

GENDER HAS BIG INFLUENCE ON PR PRACTICE

Gender still plays a big role in determining how someone's identity and personality are perceived and presented in the communications industry, according to initial findings from a study focusing on gender differences in the public relations world.

The findings were released by Amelia Reigstad, a visiting assistant professor of marketing communications at The University of Wisconsin–River Falls. Reigstad interviewed PR pros to uncover what factors they believe influence how they communicate and what influence gender has on the practice of PR and the workplaces in which these practitioners perform.



Amelia Reigstad

Reigstad's study suggests that PR professionals exhibit a wide array of different communication and personality traits in the office, and those characteristics — as opposed to someone's gender alone — can have a real impact on how projects are developed.

Still, there were some noted variations in the ways in which men and women said they communicate in the workplace, and female respondents were quick to articulate what they perceived to be obvious differences, and more often than not, shared those differences in a somewhat negative light, claiming they don't feel equal to men in a workplace environment.

Specifically, the study found that female practitioners said they'll often adopt "masculine" traits and essentially behave like men in the hopes of gaining recognition and being treated as an equal.

Reigstad's findings also suggest that inequality at the C-suite level remains a major issue of concern among women. An overwhelming number of women interviewed — 96 percent — said they're still concerned about gender inequality in the workplace.

Age also appears to present its own set of communication challenges within the industry. Older practitioners — specifically, senior male PR pros — are often perceived as arrogant and ego-driven, and can exhibit difficulty communicating with younger female practitioners.

The study also found that Millennials are perceived to communicate less effectively in the work environment regardless of gender, often limiting face-to-face communication and using screen-based methods as a substitute.

Finally, the study found that most PR pros believe gender influences a person's identity and personality. Practitioners widely said they aim to practice ethical, transparent PR, with 95 percent of all interviewed (male and female) claiming that diversity is of utmost importance in their place of work.

Reigstad's findings are part of the dissertation she's writing for a Ph.D. in Media and Communications at the University of Leicester in the UK. In the course of her research, Reigstad spent last year interviewing more than 40 PR practitioners in the Minneapolis/St. Paul region — from agencies and companies' internal PR departments.

Reigstad shared her initial findings during an April presentation at an International Association of Business Communicators event in St. Paul.

CONSUMERS WILL GIVE UP DATA FOR A PRICE

\$151. That's the average amount it would take nearly half of U.S. citizens to voluntarily fork over their personal data to their favorite brand, according to a recent survey conducted by Germany-based digital marketing agency SYZYGY Group.

Consumers widely claim to value their online privacy, and have expressed trepidation regarding the prospect of third parties accessing that information — particularly in the wake of the Facebook / Cambridge Analytica data scandal — but our behaviors online routinely belie those protestations.

According to SYZYGY's research, many consumers believe it's worth giving up at least some online privacy in certain cases, and others said they'd be willing to part with that information if the price was right.

The SYZYGY survey asked: If your favorite brand offered to pay you for any data Google and Facebook already have about you (promising not to share it), what's the minimum amount you'd accept?

Many U.S. consumers believe that much of their personal data is freely available online anyway, and of the 45



percent who said they'd be willing to sell the data Google and Facebook already have on them to their favorite brand (on the condition those brands promised not to share it), the average minimum going price is €130 (approximately \$151).

About 33 percent of U.S. residents said they'd even allow Google to track and monitor their online use and activity across all their digital devices — as long as they were promised not to share that data — for an average of about \$23 per month.

These privacy attitudes appear to vary somewhat across countries. The survey found that German citizens, in particular, seem to value their personal data more than their American or British counterparts.

Two out of three (67 percent) Germans said they wouldn't sell their private data to any brand for any price, even to their favorite brand. Only 18 percent of Germans believe it's fair that Google and Facebook collect and use their data for ad targeting, compared to more than a quarter of U.K. and U.S. residents (26 percent and 27 percent, respectively), and 56 percent of Germans said they think brands already know too much about them.

Finally, it would also take more money to convince the average German to part with their personal data: \$163, compared to only about \$150 in the U.S. and U.K.

By contrast, U.K. residents seemed the most eager to part with their data, with 48 percent claiming that they'd agree to the practice if the price was right. However, more than a third of U.K. residents (36 percent) said they've stopped using an online service or retailer because they didn't trust that company, the highest number polled (compared to 35 percent in the U.S. and 25 percent in Germany).

SYZYGY's report, "Digital Insight Survey 2018: The Price of Personal Data," polled 3,000 adult Internet users living in the U.S., U.K. and Germany in late May.

COMMENTARY

WPP'S DROWSY BOARD OF DIRECTORS

The biggest takeaway from the Martin Sorrell mess at WPP is that a corporate board must be held accountable for the actions of a CEO, even if that person launched the company and served as its driving force.

The *Financial Times* reported June 11 that Sorrell maintained a reign of terror management style, verbally abusing executive assistants and junior colleagues.

One staffer called her salary “combat pay,” while another labeled it as “battle pay.” The doctor of another WPP staffer told her that she would be dead within a year if she continued working for Sorrell.

WPP’s “extracted” CEO Sorrell denies mistreating or verbally abusing anybody at the firm, though he admits that he can be difficult at times.

The WPP board also is responsible for the lavish compensation packages showered on Sorrell through the years and an employment contract that unbelievably lacked a “non-compete clause,” which allowed him to launch S4 Capital as a venture designed to mimic his masterpiece of WPP.

How could this happen? Obviously, the board was asleep at the switch.

PR MUST PUSH TO FIRE MISBEHAVING EXECs

In any good story, there’s a point where perception and reality diverge. That’s the point where the story that you want to tell doesn’t match the facts on the ground.

Successful communications people know that influence inside the company is everything.

But they also know that influence doesn’t come only from using the traditional tools of journalism or PR.

Influence comes from being a consistent champion for culture and necessary change.

The need for strong cultural leadership from communications is especially true when a company comes under scrutiny for unethical or illegal behavior.

Examples abound. Facebook and Mark Zuckerberg have declined to hold anyone publicly accountable for the culture that produced the Cambridge Analytica debacle. The CEO’s traditional “I’m responsible” accountability statement wears thin if the CEO isn’t departing.

There are examples of companies doing the right thing—one example being the recent fallout from the Michael Cohen fiasco, where it’s alleged the New York lawyer was peddling White House access to top U.S. companies for large fees.

The appearance of wrongdoing was enough for AT&T to hasten the departure of those responsible for the deal-making between the company and Cohen. The No-



Michael Clement

Though Sorrell was synonymous with WPP, the board has a fiduciary duty to represent the interest of all shareholders and staff of WPP.

WPP chairman Roberta Quarta gets a little slack because he only took the post in 2015.

Quarta told shareholders at the June 13 general meeting that directors take their jobs very seriously and are concerned about issues raised by the FT.

Actions though speak louder than words. The investment and marketing communications community will be closely monitoring WPP’s board. Can it redeem itself?

WPP Co-COO Mark Read made a strong bid to assume Sorrell’s CEO post via a memo sent to staffers just ahead of the general meeting that stressed the ad/PR firm’s commitment to fostering working environments where staffers “feel safe and supported.”

He wrote: “I feel we should remind ourselves of and reinforce the kind of values we want and need to have within every part of our business: values of fairness, tolerance, kindness and – again – respect.”

Read and fellow Co-COO Andrew Scott are leading a review of WPP’s policies and code of conduct.

Good luck to both of them. —Kevin McCauley

vartis general counsel resigned as a result of the same scandal.

PR drove HR.

The role of the communications executive is often to serve as the “conscience of the company.”

At times, we compete with the HR executive for this space. But when leadership, HR, or the legal or governance teams fail to act decisively to send a message that certain behaviors will not be tolerated, it is up to the PR team to push for change.

Leaders responsible for bad behavior or unethical decisions should be fired with fairness and after appropriate analysis and inquiry but make no mistake: They should be fired if the circumstances warrant it.

The head of communications has just as much responsibility for recommending that action as any other executive on the leadership team.

It’s not enough to have the CEO say, “I am accountable, and I am sorry.” Sometimes, leadership has to go.

If executive suite is not asking, “Who should be fired?” it’s the role of the PR executive to ask the question.

Our roles are not simply to write the press releases that announce a leadership decision or action.

Our role is to recommend the decisions and actions that will shape the story, strengthen the culture, and bring perception and reality back into alignment.

Michael Clement is managing director of Strait Insights in Charlotte.