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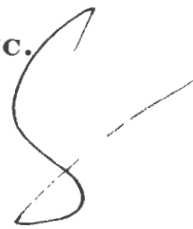
HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200



ROBERT L. DILENSCHNEIDER

President

Chief Operating Officer

National Operations

August 14, 1985

Mr. Larry Speakes
Assistant to the President
Principle Deputy Press Secretary
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Larry:

With no shame I am sending you a copy of a talk I recently delivered in New York. I hope you find it of interest.

The reason for my submission, however, is because of our writer, Fred Willman. He did the talk nearly from A to Z and did a super job, I'm sure you will agree. If at any time you might have a need in your operation, on a pro bono basis, for a contribution by a man like this, I hope you will let me know.

Best regards,



Robert L. Dilenschneider

RLD:aln
Enclosure

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

President

Chief Operating Officer

National Operations

July 22, 1985

Mr. Larry Speakes
Assistant to the President
Principle Deputy Press Secretary
The White House Office
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Larry:

I am sorry that you did not have the chance to meet Terence Fane-Saunders from Hong Kong and David Wynne-Morgan from London recently. But thank you very much for trying to adjust your schedule to see them. We recognize that by calling at the last second that our chances were slim and of course with the President's operation, I am sure that your day was more than occupied.

Here's hoping to see you soon.

Best regards,

A handwritten signature in blue ink, appearing to be 'RD' with a large loop and a trailing flourish.

Robert L. Dilenschneider

RLD/jkm

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

President

Chief Operating Officer

National Operations

April 12, 1985

Mr. J. Roger Bolton
628 E. Capitol Street, N.E.
Washington, D.C. 20003

Dear Mr. Bolton:

Larry Speakes has sent me an extremely positive letter about you and your departure from government. If you are going to be in New York or Chicago any time soon, I would very much like to get together with you. You went to Ohio State and I received a Masters from there as well. You worked for Clarence Brown and on The Marion Star. And on those points alone we should certainly get together and chat.

Let me hear from you.

Best regards,



Robert L. Dilenschneider

RLD/jkm

cc: Larry Speakes

THE WHITE HOUSE

WASHINGTON

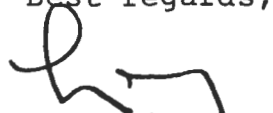
March 8, 1985

Dear Bob:

Roger Bolton, who is currently serving as Deputy Assistant Secretary of Treasury for Public Affairs, is looking for a new business opportunity. I would appreciate it if you would keep Roger in mind as you learn of needs among your corporate clients.

Roger is originally from Ohio, and would welcome an opportunity to return to the Midwest. He would make an outstanding communicator who would bring a valuable government background, as well as a knowledge of public affairs, to your clients.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. Robert Dilenschneider
President
Hill and Knowlton
111 East Wacker Drive
Chicago, Illinois 60601

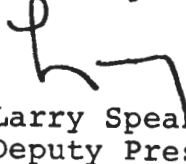
THE WHITE HOUSE
WASHINGTON

February 27, 1985

Dear Bob:

Many thanks for your note and your kind comments on the New York Times article. Sometimes the press does something that you like, and this wasn't a bad story.

Best regards,


Larry Speakes
Deputy Press Secretary
to the President



Mr. Robert L. Dilenschneider
President
Hill and Knowlton, Inc.
111 East Wacker Drive
Chicago, Illinois 60601

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

President

Chief Operating Officer

National Operations

February 20, 1985

Mr. Larry Speakes
Assistant to the President
Principle Deputy Press Secretary
The White House Office
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Larry:

That was a terrific story in the New York Times on Thursday. Congratulations. It worked well for Speakes, the administration, and of the whole concept of press relations and public relations in general.

I think you have now institutionalized Mississippi catfish to the point where the farmers can begin marking up their price.

All the best,

A handwritten signature in blue ink, appearing to be 'RD', with a large loop and a horizontal stroke extending to the left.

Robert L. Dilenschneider

RLD:aa

THE WHITE HOUSE

WASHINGTON

January 11, 1985

Dear Loet:

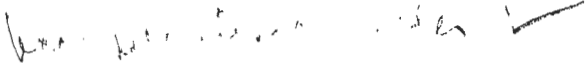
Thank you so much for joining me at lunch yesterday. It was a pleasure to visit with you and to learn the many new activities Hill and Knowlton is undertaking.

I would like to take you up on your invitation to visit New York and greet a few old friends at H&K.

Best regards,


Larry Speakes
Deputy Press Secretary
to the President

Mr. Loet A. Velmans
Chairman and President
Hill and Knowlton
420 Lexington Avenue
New York, New York 10017



HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

*President
Chief Operating Officer
National Operations*

December 27, 1984

Mr. Larry M. Speakes
Deputy Press Secretary
to the President
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

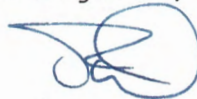
Dear Larry:

You were terrific to see Jim Bere when he was in Washington. Thank you very much for the thoughtful note.

Bere, Borg-Warner and Hill and Knowlton are all excited about the U.S. Savings Bond program.

I look forward to seeing you in early 1985.

Best regards,

A handwritten signature in blue ink, appearing to be "RD", enclosed within a circular flourish.

Robert L. Dilenschneider

RLD:aa

THE WHITE HOUSE

WASHINGTON

December 13, 1984

Dear Mr. Bere:

It was a pleasure to visit with you on December 12 when you were in the White House to meet with the President on the 1986 Savings Bond campaign. I appreciate you and Roger Smith taking time to drop by.

Please let me know if I can ever put in a plug for Savings Bonds from the White House podium. It is a good program and I certainly want us to do what we can to make your tenure as new National Chairman a success.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. James F. Bere
Chairman and Chief Executive Officer
BorgWarner
200 South Michigan Avenue
Chicago, Illinois 60604

cc: Bob Dilenschneider ✓

THE WHITE HOUSE

WASHINGTON

October 31, 1984

Dear Bob:

Many thanks for your letter and your interest in getting together for a dinner with you and some of your colleagues after the election.

I would like very much to do that. A trip to New York might suit both our interests better, and let's see if we can work out a date for early December.

Best regards,

A handwritten signature in dark ink, appearing to be 'Larry Speakes', written over the typed name.

Larry Speakes
Deputy Press Secretary
to the President

Mr. Robert L. Dilenschneider
President
Hill and Knowlton, Inc.
111 East Wacker Drive
Chicago, Illinois 60601

HILL AND KNOWLTON, Inc.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

President

Chief Operating Officer

National Operations

October 24, 1984

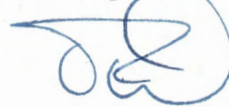
Mr. Larry M. Speakes
Assistant to the President
Principle Deputy Press Secretary
The White House Office
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Larry:

Recognizing that everything is going to go well on November 6, we would very much like to hold a private congratulatory dinner for you right after the election either in New York or Washington. I will call your office to find out what time makes the best sense.

Good luck.

Best regards,

A handwritten signature in blue ink, appearing to be 'RD' or 'Dilenschneider'.

Robert L. Dilenschneider

RLD/jkm

Robert L. Dilenschneider
Executive Vice President

May 17, 1984

Mr. Larry Speakes
Special Assistant to the President
The White House
Washington, D.C.

Dear Larry:

Our good client, Montgomery Ward, would very much like to receive a letter from President Reagan that comments on the American spirit and which recognizes the excellent turnaround the company has achieved in the last several years. A sample draft is attached for your consideration.

The Montgomery Ward company magazine is sent to more than 100,000 employees throughout the United States and the company would be anxious to publish the letter in June, if possible. To do that we would need camera ready art by Monday, May 21.

You are most kind to consider this. May I call in the next day or so to see if the President would be prepared to send the letter.

Thank you, and best regards.

Sincerely,

A handwritten signature in dark ink, appearing to be 'RD', with a large, sweeping flourish underneath.

dmh
att.

TO THE EMPLOYEES OF MONTGOMERY WARD:

It is a great personal pleasure for me to add my congratulations to the employees of Montgomery Ward for your remarkable achievement in restoring your company to profitability in 1983.

Montgomery Ward has been an American institution since 1872, and as with many of our institutions, it has required significant change and revitalization to survive. You have done this through delivering greater productivity and through ambitious, creative re-merchandising of your business.

Your flexibility and determination should serve as an admirable model of what can be done by people who have the will to succeed. There is a resurgence of the American spirit afoot in this country and your Spirit of Progress is a clear reflection of what can be achieved through it.

Be proud of your accomplishment and don't let go of the dedication which has brought you this far.

THE WHITE HOUSE

WASHINGTON

May 17, 1984

MEMORANDUM FOR DICK DARMAN

FROM: Larry Speakes 

Is this appropriate? It is a good opportunity to have the President's words in a widely-circulated employee newsletter.

If you approve, please have the speechwriters make appropriate changes in the letter and forward to me.

THE WHITE HOUSE

WASHINGTON

January 11, 1984

Dear Bob:

Thank you so much for the wonderful and thoughtful Christmas gift. I appreciate it so very much and you were kind to think of me this holiday season.

The Tiffany's glass box is indeed a handsome and distinctive gift and you were so kind to send it.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. Robert Dilenschneider
Executive Vice President
National Division
Hill and Knowlton, Inc.
111 East Wacker Drive
Chicago, Illinois 60601

Enjoyed your visit!

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

Executive Vice President

National Division

January 6, 1984

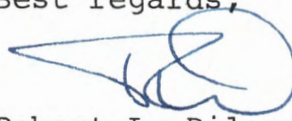
Mr. Larry Speakes
Assistant to the President
Principle Deputy Press Secretary
The White House Office
1600 Pennsylvania Avenue
Washington D.C. 20500

Dear Larry:

The Washington Post story was terrific.
Congratulations.

I enjoyed our visit and will follow up
on the matter we discussed.

Best regards,

A handwritten signature in blue ink, appearing to be 'RLD', enclosed within a large, loopy circular flourish.

Robert L. Dilenschneider

RLD/aa

THE WHITE HOUSE

WASHINGTON

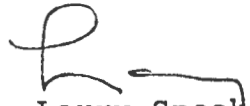
December 6, 1983

Dear Bob:

The two dinners last week with the corporate public affairs executives were top-notch and I thoroughly enjoyed the give and take. It was a good idea and I hope we can do it again soon.

There's no doubt: you hold the record for the fastest service for dining for 12 in the history of the Madison Hotel.

Best regards,


Larry Speakes
Deputy Press Secretary
to the President

Mr. Robert H. Dilenschneider
Executive Vice President
National Division
Hill and Knowlton, Inc.
111 East Wacker Drive
Chicago, Illinois 60601

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

Executive Vice President

National Division

December 2, 1983

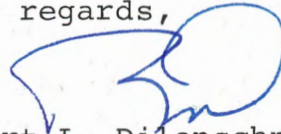
Mr. Larry Speakes
Assistant to the President
Principle Deputy Press Secretary
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Larry:

You are terrific. Forget the job of press secretary or ever working for a public relations company. You really should package your show and go on the road. You drew rave reviews from all of the clients who attended.

I want to personally thank you for the effort I know you made to make both evenings interesting and entertaining. The rest of us had come from a fairly relaxed day compared to your super-charged environment, and it was much easier for us. But you really made a terrific difference, and I really appreciate the effort you made.

Best regards,



Robert L. Dilenschneider

RLD:aln

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

Executive Vice President

National Division

October 5, 1983

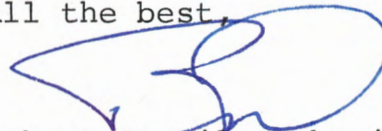
Mr. Larry Speakes
Assistant to the President
Principal Deputy Press Secretary
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Larry:

You were kind to host us in
the White House mess. Thank you very
much for your advice.

I shall be back to you in the
next few days with some of the dates we
discussed.

All the best,



Robert L. Dilenschneider

RLD:aln

THE WHITE HOUSE

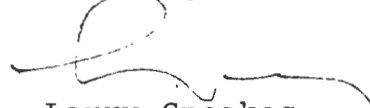
WASHINGTON

August 27, 1983

Dear Bob:

Thank you so much for your note. I appreciate your kind words about my promotion here in the White House, and you were thoughtful to write.

Best regards,

A handwritten signature in dark ink, appearing to read 'Larry Speakes', with a stylized flourish extending to the right.

Larry Speakes
Deputy Press Secretary
to the President

Mr. Robert L. Dilenschneider
Executive Vice President
Hill and Knowlton, Inc.
111 East Wacker Drive
Chicago, Illinois 60601

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

**111 EAST WACKER DRIVE
CHICAGO, IL 60601**

312-565-1200

ROBERT L. DILENSCHNEIDER

*Executive Vice President
National Division*

August 22, 1983

Mr. Larry Speakes
Assistant to the President
The White House
1600 Pennsylvania Avenue
Washington, D. C. 20500

Dear Larry:

I always wanted to say to my wife and family that I knew a presidential assistant. Congratulations on the promotion. That's great for you, for the Reagan Administration, and for the country.

All the best,



Robert L. Dilenschneider

RLD:ajh

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

Executive Vice President

National Division

August 16, 1983

Mr. Larry Speakes
Assistant to the President
Principal Deputy Press Secretary
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

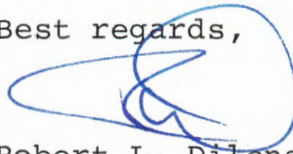
Dear Larry:

You continually do what is expected.
That's tough for the rest of us who have to
struggle through life.

Congratulations on being named
assistant to the President. That is no
insignificant promotion.

I look forward to seeing you soon.

Best regards,



Robert L. Dilenschneider

RLD:aln

THE WHITE HOUSE

WASHINGTON

MAILGRAM

Dear Mr. Dilenschneider:

I was sorry to learn from Bob that you have not been feeling well recently, and I wanted to join your family and many friends in letting you know that I am thinking about you.

Bob and I have been such good friends over the years and he has told me so much about you that I wanted to send along my very best wishes.

You surely have every right to be proud of Bob, who is probably the most effective public relations executive in the country. He's a great one and I am proud he is my friend.

I'm pulling for you.

Best regards,

Larry Speakes
Deputy Press Secretary
to the President

Mr. S. J. Dilenschneider
1885 Suffolk Road
Columbus, Ohio 43221

Dilenschneider

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

Executive Vice President

National Division

July 7, 1983

her

Mr. Larry Speakes
Deputy Press Secretary
to the President
The White House
Washington, D.C. 20500

I
at

f

Dear Larry:

Thanks very much for your note about my dad. Your support in his final days was most helpful and my family is still talking about the undue praise you heaped on me in that telegram.

7

If you'd have known Dad you would have really liked him. He is very much like you -- a special kind of person.

I hope to see you soon in Washington.

Best personal regards,



HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

Executive Vice President

National Division

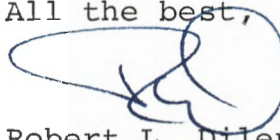
June 24, 1983

Mr. Larry Speakes
Deputy Press Secretary
to the President
The White House Office
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Larry:

I thought you would like to see a piece done by our Lou Joseph nearly 30 years ago. He captures the terror that followed the Russian seize of Berlin at the close of the second World War.

All the best,

A handwritten signature in blue ink, appearing to be 'RD', enclosed within a large, loopy circular flourish.

Robert L. Dilenschneider

RLD:aln
Enclosure

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

Executive Vice President

National Division

June 2, 1983

Mr. Larry Speakes
Deputy Press Secretary to the
President
The White House Office
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Larry:

My father just received your telegram.
Thank you very much. It really means a lot to
both him and myself.

You're a great guy and a tremendous
professional and I'm privileged to know you.

t

Best personal regards,



Robert L. Dilenschneider

RLD:h

must be member
or sponsored
by member

13

25

Rent F Street Club

Get Mort to give some names for
speakers (maybe John Hughes?)

Larry do letters of invitation.

Timing toward end of April.

Richard Carlsino.

331-0020

Sony Di Lorenzo Member

THE WHITE HOUSE

WASHINGTON

March 21, 1983

Dear Bob:

Many thanks for your letter and the list of top public affairs people. I know it's one we have been trying to put together for several months, but it seems like the fast track here hasn't allowed much time to get this thing rolling. Let me see what I can do and we'll talk about it in the next few days.

Good to hear from you and I hope you'll come and see me soon.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. Robert L. Dilenschneider
Executive Vice President
National Division
Hill and Knowlton, Inc.
111 East Wacker Drive
Chicago, Illinois 60601

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

Executive Vice President

National Division

March 15, 1983

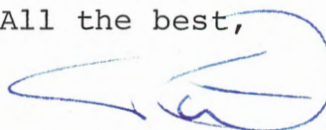
Mr. Lawrence Speakes
Deputy Press Secretary
to the President
The White House Office
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Larry:

Here is a list of individuals who head communications for the largest multinationals in the United States. What do you think about pulling together a dinner with this group as the invitation list? Who would speak?

We would be pleased to handle the details if you think it's something that you and others would want to pursue. I'll call you in a few days to get your reaction.

All the best,

A handwritten signature in blue ink, appearing to be "RD", enclosed within a circular scribble.

Robert L. Dilenschneider

RLD/lrs

Enclosure

LARGEST U.S. MULTINATIONALS

(Ranked by Forbes, July 5, 1982)

- | | |
|---|--|
| 51. Monsanto Company
800 N. Lindbergh Blvd.
St. Louis, MO 63166
314-694-1000/3001 | Joseph T. Nolan
Corp. V-P, Public Affairs
reports to: Robert L. Berra
Sn. V.P. - Administration
reports to: Dr. Louis Fernandez
Vice Chairman |
| 52. General Foods Corp.
250 North St.
White Plains, NY 10625
914-335-2500 | Andrew J. Schroder
V-P, Pub. Affairs
reports to: Chairman of the
Board |
| 53. General Telephone &
Electronics Corp.
One Stamford Forum
Stamford, Connecticut 06904
203-357-2000 | C. Sumpter Logan,
V. P., Corporate Communications
reports to: Theodore F.
Brophy, Chairman & CEO |
| 54. Sears, Roebuck and Co.
Sears Tower
Chicago, IL 60684
312-875-2500 | Donald Deutsch
VP-Public Affairs |
| 55. Nabisco Brands Inc.
Nabisco Brands Plaza
Parsippany, NJ 07054
201-898-7100 | Martin Emmet
Sr. Exec. VP, Corporate Affairs
reports to: CEO |
| 56. American Express Co.
American Express Plaza
New York, New York 10004
212-323-2000 | Harry L. Freeman
Sr. VP, Corp. Affairs & Comms.
reports to: Chairman & CEO |
| 57. Fluor Corp.
3333 Michelson Dr.
Irvine, CA 92730
717-975-2000 | T. C. Ellick
VP, Corp. Rel.
reports to: Mr. Fluor
Chairman |

- | | |
|---|---|
| 58. TransWorld Corp.
605 Third Ave.
New York, NY 10158
212-557-5500 | J. W. Cosley
Staff VP-Pub. Affairs
reports to: D. J. Ryan
President |
| 59. Pfizer Inc.
235 E. 42nd St.
New York, NY 10017
212-573-2323 | Robert Shafer
V.P., Public Affairs and
Government Relations
reports to: CEO |
| 60. Union Oil Co. of California
Union Oil Center
Los Angeles, CA 90017
213-977-7600 | Claud Brienigar
Sr. VP., Corporate Communications
reports to: President |
| 61. American Brands, Inc.
245 Park Ave.
New York, NY 10017
212-880-4200 | Robert Rukeyser
Public Affairs Director
Reports to: Chairman |
| 62. NCR Corp.
1700 S. Patterson Blvd.
Dayton, OH 45479
513-445-5000 | Clarke E. Reynolds
VP, Exec. Office, head of
Corporate Communications
reports to: Mr. Anderson
Chairman |
| 63. Hewlett-Packard Co.
3000 Hanover St.
Palo Alto, CA 94304
415-857-7501/Corp. Resource | David B. Kirby
Director, PR
reports to: Bob Boniface
Exec. VP, Administration
reports to: CEO |
| 64. Caterpillar Tractor Co.
100 N.E. Adams St.
Peoria, IL 61629
309-675-1000 | Byron DeHaan
Director, Public Affairs
reports to: Lee Morgan
Chairman of the Board |
| 65. First National Boston Corp.
100 Federal Street
Boston, MA 02110
617-434-2136 | Barry M. Allen
1st VP & Dir., Corp. Communications
reports to: CEO |

- | | |
|---|---|
| 66. PepsiCo, Inc.
Anderson Hill Road
Purchase, NY 10577
914-253-2000 | Cartha D. Deloach
VP, Corporate Affairs
reports to: Chairman and CEO |
| 67. Allied Corporation
Columbia Road & Park Ave.
Morristown, NJ 07960
201-455-2000 | David G. Powell
Sr. VP-Pub. Affairs
reports to: CEO |
| 68. Honeywell Inc.
Honeywell Plaza
Minneapolis, MN 55408
612-870-5200 | D. B. Randall
VP, Communications
reports to: Richard Weber
Corp. VP, Administration
reports to: CEO |
| 69. American International
Group, Inc.
70 Pine Street
New York, NY 10270
212-770-7000 | Ron Shelt
VP Corporate Affairs &
Communication
reports to: CEO |
| 70. DEERE & Co.
John Deere Road
Moline, IL 61265
309-752-8000 | Chester K. Lasell
VP Corporate Communications
reports to: Charles Hanson
Sr. VP Corp. Staff
reports to: Executive VP |
| 71. Firestone Tire & Rubber Co.
1200 Firestone Parkway
Akron, Ohio 44317
216-379-7000 | Michael J. Conner
Director, External Affairs
reports to: Harold Henderson
Exec. VP, General Counsel |
| 72. K mart Corp.
3100 West Big Beaver
Troy, Michigan 48084
313-643-1000 | A. Robert Stevenson
VP, Govt. & Public Relations
reports to: Robert E. Dewar
Chairman of Exec. & Finance
Committee
reports to: CEO |
| 73. The Continental Group, Inc.
1 Harbor Plaza
Stamford, CT 06902
203-964-6000 | Paul M. Levine
VP Communications
reports to: CEO |

- | | |
|--|---|
| 74. Warner-Lambert Company
201 Tabor Road
Morris Plains, NJ 07950
201-540-2000 | Ronald E. Zier
VP Public Affairs
reports to: CEO |
| 75. Consolidated Foods Corp.
Three First Natl. Plaza
Chicago, IL 60602
312-726-2600 | Robert L. Lauer
VP, Corporate Affairs
reports to: CFO |
| 76. H. J. Heinz Co.
P. O. Box 57
Pittsburgh, PA 15230
412-237-5757 | Thomas H. McIntosh
Dir. of Corp. Public Relations
reports to: S. D. Wiley
Senior VP, Secretary and General
Counsel
reports to: CEO |
| 77. RCA Corp.
30 Rockefeller Plaza
New York, NY 10020
212-621-6000 | Thomas B. Ross
Senior VP, Corp. Affairs
reports to: Chairman & CEO |
| 78. W. R. Grace and Co.
1114 Ave. of the Americas
New York, NY 10036
212-819-5550 | Antonio Navarro
Corporate Senior VP
reports to: Vice Chairman and
Chief Administrative Officer |
| 79. American Home Products Corp.
685 Third Avenue
New York, NY 10017
212-878-5000 | Carol Emerling
Corp. Sec.
reports to: John R. Stafford
President |
| 80. Gulf + Western Industries,
Inc.
1 Gulf + Western Plaza
New York, NY 10023
212-333-7000 | William A. Blodgett
VP Corporate Communications
reports to: Martin S. Davis
Executive Vice President
reports to: CEO |
| 81. Burroughs Corp.
Burrough World Headquarters
Detroit, MI 48232
313-972-7000 | John Lowell
Director, Corp. Communications
& News Relations
reports to: Wm. Bechkam, Jr.
Vice President
reports to: CEO |

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|--|--|
| 82. Merck & Co., Inc.
P. O. Box 2000
Rahway, NJ 07065
201-574-4000 | Robert H. Marik
VP, Public Affairs
reports to: CEO |
| 83. Irving Bank Corp.
One Wall Street
New York, NY 10015
212-487-2121 | H. S. Phillips
Vice President
reports to: President |
| 84. Texas Instruments Inc.
P. O. Box 225474
Dallas, TX 75265
214-995-2011 | Richard M. Perdue
Director of Corporate PR |
| 85. Gillette Co.
Prudential Tower Building
Boston, MA 02199
617-421-7000 | David A. Fausch
VP, Corp. Pub. Relations
reports to: Colman M. Mockler
Chairman and CEO |
| 86. Scott Paper Co.
Scott Plaza
Philadelphia, PA 19113
215-521-5000 | Phillip J. Webster
V.P. Public Affairs
reports to: Chairman and CEO |
| 87. Bendix Corp.
P. O. Box 5060
Southfield, MI 48037
313-827-5000 | Robert S. Meyers
Exec. Director, Corp. Comm.
reports to: Alonzo L. McDonald
President |
| 88. American Cyanamid Co.
Wayne, New Jersey 07470
201-831-2000 | Joseph C. Calitri
Director Public Affairs
reports to: Wallace G. Taylor
Director of Investor Relations
both report to: Board
Chairman |
| 89. TRW Inc.
2355 Euclid Avenue
Cleveland, Ohio 44117
216-692-5294 | Thoma J. Fay
V.P. Communications
reports to: President |

- | | |
|--|--|
| 90. Bristol-Myers Co. Inc.
345 Park Avenue
New York, New York 10154
212-546-4000 | Henry Levine, V.P., Corporate
Communications
reports to: Marvin H. Koslow,
Sr. V.P., Marketing Services
reports to: CEO |
| 91. Ralston Purina Co.
Checkerboard Square
St. Louis, MO 63164
314-982-1000 | George H. Kyd
Div. VP and Dir., Pub. Rel.
reports to: John P. Baird
Sr. VP, General Counsel and
Secretary |
| 92. Digital Equipment Corp.
146 Main Street
Maynard, MA 01754
617-897-5111 | Richard O. Berube
Corp. Dir. Adv. and PR
reports to: Winston R. Hindle
VP, Corp. Operations |
| 93. Avon Products, Inc.
9 W. 57th Street
New York, NY 10019
212-546-6053 | William J. Corbett
Dir. Pub. Relations
reports to: Robert R. McMillan
VP-PA Worldwide
reports to: Arnold Zimmerman
Senior VP, General Counsel &
Secretary
reports to: CEO |
| 94. Westinghouse Electric Corp.
Westinghouse Building
Gateway Center
Pittsburgh, PA 15222
412-255-3800 | Robert P. Wagner
Sr. VP, Corporate Relations
reports to: M. J. McDonough
Senior Exec. VP, Corp.
Resources
reports to: CEO |
| 95. Motorola, Inc.
1303 E. Algonquin Rd.
Schaumburg, IL 60196
312-576-5305 | Ms. Toni Dewey
VP, Dir., Corp. PR/Adv.
reports to: John Welty
Sr. VP and Chief Corp. Staff
Officer |
| 96. Litton Industries, Inc.
360 N. Crescent Dr.
Beverly Hills, CA 90210
213-273-7860 | R. Patrick Forster
VP, Corp. Comm.
reports to: CEO |

- | | |
|--|--|
| 97. Marine Midland Banks, Inc.
One Marine Midland Center
Buffalo, New York 14240
716-843-2424 | Arthur B. Ziegler
Sr. Exec. VP, Comms. & PA
reports to: Chairman |
| 98. Philip Morris, Inc.
100/120 Park Avenue
New York, New York 10017
212-679-1800 | Frank A. Saunders
Staff VP, Corp. Rel. & Comms.
reports to: Jim Bolling
Sr. VP, Asst. to the Chairman
of the Board, Dir. of
Corp. Affairs |
| 99. The Singer Company
8 Stamford Forum
Stamford, CT 06904
203-356-4200 | Thomas L. Elliot, Jr.
VP. Corp. Rel.
reports to: President |
| 100. Ingersoll-Rand Co.
200 Chestnut Ridge Rd.
Woodcliff Lake, NJ 07675
201-573-3426 | Hugh Wolff
Dir. of Corp. Comm.
reports to: Chairman's Office |

THE WHITE HOUSE
WASHINGTON

Larry --

There aren't many dates left at the
F Street Club in the next month.

May 13 - Friday

✓ May 25 - Wednesday

June 9 - Thursday

June 14- Tuesday

It will cost about \$45 to \$55 per
person - four course dinner of

soup

entre

beef, veal fish or fowl

salad and cheese

desert

trifle, pies, ice cream, mouse

drinks before dinner and wines

Do you want me to proceed?

connie

THE WHITE HOUSE
WASHINGTON

4 courses

soup
entree beef, meat, fruit and
salad + cher
deserts - triple, pie, ice
cream + meringue

\$45-\$55 per person
everything included

June 1
June 9
14

THE WHITE HOUSE

WASHINGTON

February 10, 1983

Dear Bob:

Let me say how much I enjoyed being with Hill and Knowlton managers in Los Angeles. It was a good occasion -- and it certainly accomplished what you and I set out to do. We'll keep in close touch.

I am enclosing my itemized expenses for the trip and have deducted the amount the White House reimbursed on my per diem, as well as the airline fare, which the White House will pay.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. Robert Dilenschneider
Executive Vice President
Hill and Knowlton
111 East Wacker Drive
Chicago, Illinois 60601

Expenses for Larry Speakes
Hill and Knowlton Managers Meeting
Los Angeles, California
February 4-7, 1983

Friday, February 4, 1983.....\$27.02

Dinner.....\$15.02

Taxi from airport....\$10.00

Tips..... \$ 2.00

Saturday, February 5, 1983\$ 9.57

Breakfast \$ 9.57

Sunday, February 6, 1983\$42.91

Breakfast.....\$11.89

Lunch\$14.02

Taxi to speech.....\$ 6.50

Taxi from speech.....\$ 6.50

Tips.....\$ 4.00

Monday, February 7, 1983\$580.05

Breakfast..... \$ 4.80

Taxi to airport \$10.00

Tips..... \$ 3.00

Hotel bill\$562.25

Total Expenses: \$659.55

Minus White House per diem: \$225.00
(\$75 per day for 3 days)

TOTAL: \$424.55



R110999

DATE	GUESTS	TOTAL
3/6/83		15.02

930 HILGARD
LOS ANGELES, CA. 90024
(P2-10)
FOR RESERVATIONS and INFORMATION: (213) 208-8765



R110634

DATE	GUESTS	TOTAL
11/2		9.59

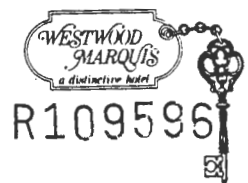
930 HILGARD
LOS ANGELES, CA. 90024
FOR RESERVATIONS and INFORMATION: (213) 208-8765



R110708

DATE	GUESTS	TOTAL
		11.89

930 HILGARD
LOS ANGELES, CA. 90024
FOR RESERVATIONS and INFORMATION: (213) 208-8765



R109596

DATE	GUESTS	TOTAL
		14.02

930 HILGARD
LOS ANGELES, CA. 90024
FOR RESERVATIONS and INFORMATION: (213) 208-8765



R110953

DATE	GUESTS	TOTAL
		41.80

930 HILGARD
LOS ANGELES, CA. 90024
FOR RESERVATIONS and INFORMATION: (213) 208-8765

				GTD 6PM		No. 122639
				JA 1-27		
ROOM	LAST NAME	FIRST	INITIAL	ARR	DEP	BY
				PEO	RATE	ACCOM/REV DATE
				CLERK		SPECIAL INSTRUCTIONS:

Hotel guest parking validation. The Front Desk will charge \$7.00 on your account per day for parking. This validation entitles you to in and out privileges.

GUEST REGISTRATION

METHOD OF PAYMENT		CHARGES		CREDITS		BALANCE DUE		PICK-UP	
☐ CASH	☐ AMERICAN EXPRESS	☐ CARTE BLANCHE	☐ MASTER CHARGE						
	☐ DINERS CLUB	☐ BANK AMERICARD							
Cardmember Account No. 3728 805146 11008		02/82 THRU 01/84		72 AX		2879		Approval Stamp	
Cardholder Name: LARRY H SPEAKES		Cardholder Address: WESTWOOD MARQUIS LDC		City: LOS ANGELES		State: CA		Zip: 90024	
Cardholder Signature: [Signature]		Cardholder Title: [Title]		Cardholder Company: [Company]		Cardholder Phone: [Phone]		Cardholder Fax: [Fax]	
Establishment agrees to transmit to American Express Company (Amexco) or Authorized Representative for payment. Merchandise and/or service purchased on card shall not be resold or returned for cash refund.		Amexco Use Only		Record of Charges		Revised Total		Amexco Use Only	
Invoice Number: 130320		Please Print Firmly		Cardmember Copy		Amexco Use Only		Amexco Use Only	
Cardmember Copy		Cardmember Copy		Cardmember Copy		Cardmember Copy		Cardmember Copy	

METHOD OF PAYMENT		CHARGES		CREDITS		BALANCE DUE		PICK-UP	
☐ CASH	☐ AMERICAN EXPRESS	☐ CARTE BLANCHE	☐ MASTER CHARGE						
	☐ DINERS CLUB	☐ BANK AMERICARD							
Cardmember Account No. 3728 805146 11008		02/82 THRU 01/84		72 AX		2879		Approval Stamp	
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Cardholder Signature: [Signature]		Cardholder Title: [Title]		Cardholder Company: [Company]		Cardholder Phone: [Phone]		Cardholder Fax: [Fax]	
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Invoice Number: 130320		Please Print Firmly		Cardmember Copy		Amexco Use Only		Amexco Use Only	
Cardmember Copy		Cardmember Copy		Cardmember Copy		Cardmember Copy		Cardmember Copy	

METHOD OF PAYMENT		CHARGES		CREDITS		BALANCE DUE		PICK-UP	
☐ CASH	☐ AMERICAN EXPRESS	☐ CARTE BLANCHE	☐ MASTER CHARGE						
	☐ DINERS CLUB	☐ BANK AMERICARD							
Cardmember Account No. 3728 805146 11008		02/82 THRU 01/84		72 AX		2879		Approval Stamp	
Cardholder Name: LARRY H SPEAKES		Cardholder Address: WESTWOOD MARQUIS LDC		City: LOS ANGELES		State: CA		Zip: 90024	
Cardholder Signature: [Signature]		Cardholder Title: [Title]		Cardholder Company: [Company]		Cardholder Phone: [Phone]		Cardholder Fax: [Fax]	
Establishment agrees to transmit to American Express Company (Amexco) or Authorized Representative for payment. Merchandise and/or service purchased on card shall not be resold or returned for cash refund.		Amexco Use Only		Record of Charges		Revised Total		Amexco Use Only	
Invoice Number: 130320		Please Print Firmly		Cardmember Copy		Amexco Use Only		Amexco Use Only	
Cardmember Copy		Cardmember Copy		Cardmember Copy		Cardmember Copy		Cardmember Copy	

METHOD OF PAYMENT		CHARGES		CREDITS		BALANCE DUE		PICK-UP	
☐ CASH	☐ AMERICAN EXPRESS	☐ CARTE BLANCHE	☐ MASTER CHARGE						
	☐ DINERS CLUB	☐ BANK AMERICARD							
Cardmember Account No. 3728 805146 11008		02/82 THRU 01/84		72 AX		2879		Approval Stamp	
Cardholder Name: LARRY H SPEAKES		Cardholder Address: WESTWOOD MARQUIS LDC		City: LOS ANGELES		State: CA		Zip: 90024	
Cardholder Signature: [Signature]		Cardholder Title: [Title]		Cardholder Company: [Company]		Cardholder Phone: [Phone]		Cardholder Fax: [Fax]	
Establishment agrees to transmit to American Express Company (Amexco) or Authorized Representative for payment. Merchandise and/or service purchased on card shall not be resold or returned for cash refund.		Amexco Use Only		Record of Charges		Revised Total		Amexco Use Only	
Invoice Number: 130320		Please Print Firmly		Cardmember Copy		Amexco Use Only		Amexco Use Only	
Cardmember Copy		Cardmember Copy		Cardmember Copy		Cardmember Copy		Cardmember Copy	

METHOD OF PAYMENT		CHARGES		CREDITS		BALANCE DUE		PICK-UP	
☐ CASH	☐ AMERICAN EXPRESS	☐ CARTE BLANCHE	☐ MASTER CHARGE						
	☐ DINERS CLUB	☐ BANK AMERICARD							
Cardmember Account No. 3728 805146 11008		02/82 THRU 01/84		72 AX		2879		Approval Stamp	
Cardholder Name: LARRY H SPEAKES		Cardholder Address: WESTWOOD MARQUIS LDC		City: LOS ANGELES		State: CA		Zip: 90024	
Cardholder Signature: [Signature]		Cardholder Title: [Title]		Cardholder Company: [Company]		Cardholder Phone: [Phone]		Cardholder Fax: [Fax]	
Establishment agrees to transmit to American Express Company (Amexco) or Authorized Representative for payment. Merchandise and/or service purchased on card shall not be resold or returned for cash refund.		Amexco Use Only		Record of Charges		Revised Total		Amexco Use Only	
Invoice Number: 130320		Please Print Firmly		Cardmember Copy		Amexco Use Only		Amexco Use Only	
Cardmember Copy		Cardmember Copy		Cardmember Copy		Cardmember Copy		Cardmember Copy	

METHOD OF PAYMENT		CHARGES		CREDITS		BALANCE DUE		PICK-UP	
☐ CASH	☐ AMERICAN EXPRESS	☐ CARTE BLANCHE							

GUARANTEED BY ☐ TRAVEL AGENT ☐ BILL TO ☐



GUEST'S SIGNATURE

I AGREE THAT MY LIABILITY FOR THIS BILL IS NOT WAIVED AND I AGREE TO BE HELD PERSONALLY LIABLE IN THE EVENT THAT THE INDICATED PERSON, COMPANY OR ASSOCIATION FAILS TO PAY FOR ANY PART OR THE FULL AMOUNT OF THESE CHARGES

NAME

STREET

CITY STATE

**DIRECT BILLING
AUTHORIZED BY**

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

Executive Vice President

National Division

November 18, 1982

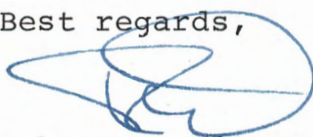
Mr. Larry Speakes
Deputy Press Secretary to
the President
The White House Office
1600 Pennsylvania Avenue NW
Washington, D.C. 20500

Dear Larry:

It was good of you to provide breakfast in the White House the other day. The Cambridge Diet didn't throw the stewards. They did a great job.

I'm glad we had such a fine conversation and I'm looking forward to seeing you again soon.

Best regards,

A handwritten signature in blue ink, appearing to be "R. Dilenschneider", written over a light blue rectangular background.

Robert L. Dilenschneider

RLD/lis

December 9, 1982

Telecopy To: Larry Speakes
(202) 456-2883

FROM: Robert L. Dilenschneider-Chicago

These are the facts involving First Federal of Chicago, one of the state's two largest savings and loan associations.

Last April, FSLIC forced First Federal into a merger with First Financial S & L of Downers Grove on the basis of FSLIC data that First Financial had no net worth. The facts, as they have been developed and audited by Touche Ross, reveal that contrary to FSLIC's data, this action forced on to First Federal a loss of a minimum of \$150 million.

In an effort to cooperate with FSLIC and still keep First Federal afloat, First Federal on September 28, 1982 asked permission to sell \$1 billion in mortgages which would have put the company in the black even after the First Financial misrepresentation. Despite the fact this is a simple transaction, the FSLIC has refused since September to act on this request and give its approval.

The net effect of this failure to act will be to force First Federal of Chicago into a loss position at the end of the year and prohibit it from taking actions in its own business interest. Observers here believe that the failure to act by the FSLIC is an effort to force First Federal into a merger.

If a merger is ordered or other action taken to prevent First Federal from a proper use of its resources, the Touche Ross audit data may well be made public, resulting in a scandal comparable to the Penn Square debacle.

We urge FSLIC to approve the sale of the mortgages and permit First Federal of Chicago to take those actions independent of government interference which will preserve its solvency. This will avoid a serious blight on the reputation of FSLIC as well as avoiding a public controversy with deleterious effects on both the industry and the officers of FSLIC.

THE WHITE HOUSE

WASHINGTON

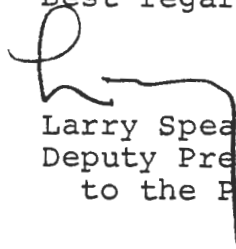
October 7, 1982

Dear Bob:

Many thanks for your note, and Laura and I certainly enjoyed the Dilenschneider's visit to Washington. It was a good weekend for all of us.

I have discussed our idea on the get-together for corporate public affairs officers with several people and it looks like something we could put together probably in late November or early December. We will talk more on it as well as the other things we discussed the next time we get together.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. Robert L. Dilenschneider
Executive Vice President
National Division
Hill and Knowlton, Inc.
111 East Wacker Drive
Chicago, Illinois 60601

HILL AND KNOWLTON, INC.

Public Relations/Public Affairs Counsel

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-565-1200

ROBERT L. DILENSCHNEIDER

Executive Vice President

National Division

September 29, 1982

Mr. Larry Speakes
Deputy Press Secretary to
the President
The White House Office
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Larry:

Jan and I deeply appreciate all the thoughtful planning and time you and Laura put into last week. Thank you very much.

I look forward to seeing you again soon, and continuing our discussion on working ahead on the paper we discussed.

It's great to have you as a friend.

Best regards,



Robert L. Dilenschneider

RLD:sth

Robert L. Dilenschneider
Executive Vice President
National Division

HILL AND KNOWLTON

Hill and Knowlton, Inc.
One Illinois Center
111 East Wacker Drive, Suite 1730
Chicago, Illinois 60601
312-565-1200

From
Robert L. Dilenschneider

August 6, 1982

L. Speakes

Sorry for the poor copy.

R.L.D.

VW

HILL AND KNOWLTON

Hill and Knowlton, Inc.
One Illinois Center
111 East Wacker Drive
Suite 1730
Chicago, Illinois 60601
312-565-1200

No. 102/January 1982

SOUND COMMUNICATIONS PROGRAMS HELP IN UNION AVOIDANCE... IF BACKED UP BY COMPREHENSIVE PERSONNEL POLICIES

A major assessment of the U.S. industrial relations system and practice of collective bargaining has been published by the Industrial Relations Research Association. Present trends do not augur well for the industrial relations system, say the book's authors.

With a decline in union membership from 25.5% of the labor force in 1953 to 20.9% in 1980 (representing 22.4 million out of a total of 106.8 million workers), the labor movement may be weakening to a point where it will cease to be a credible threat to employers or a force to be reckoned with politically. Without the threat of unionization, says Fred K. Foulkes, even the most progressive employers may be tempted to discontinue enlightened employment policies.

Another worrisome trend is the diminished role of government in such areas as equal employment opportunity, occupational safety & health, and minimum wage regulation. The assumption is that a viable balance must be maintained among the three major forces in industrial relations: employers, unions, and government.

Union avoidance. Preventing nonunion is indisputably the highest priority objective in the employee relations area, says Dr. Quinn Mills. The prevailing attitude of American managers toward trade unions is that they exist as a reflection of management failures, e.g., insensitivity to the needs and desires of the workforce.

In reviewing the practices of 26 large nonunionized employers, another author, Foulkes, cites effective communications as the single most important factor in keeping a company nonunion. He care-

fully points out that this includes eliciting employees' attitudes about the company's treatment of its personnel as well as the dissemination of company information to its workforce. Mills adds that well-managed programs of communication can head off discontent and create an atmosphere identifying employee aspirations with those of the corporation. An employee relations climate of confidence, trust, and openness -- one of the ingredients of modern personnel practice -- is also created.

A comprehensive set of policies is also conducive to staying nonunion. Besides effective communications and feedback mechanisms, these include:

- 1. a no-layoff policy (or strong commitment to providing employment security);
- 2. strong adherence to seniority in lay-off, recall, promotion, and transfer;
- 3. promotion from within and posting of job openings;
- 4. pay and benefit programs as good as or better than those of comparable unionized companies;
- 5. a formal grievance procedure without arbitration.

The Golden Age of Collective Bargaining may really have come to an end around 1980, according to the book's Preface.



And any reversal of the trend away from unionization, predicts Foulkes, is unrealistic — barring a depression or major changes in company or environmental factors, or union effectiveness. Those are the conditions that have to be watched in the future.

(Jack Stieber, Robert B. McKersie & D. Quinn Mills, eds., U.S. Industrial Relations 1950-1980: A Critical Assessment, Industrial Relations Research Association, 7226 Social Science Building, University of Wisconsin, Madison WI 53706, 361 pgs., \$15.00.)

LABOR-MANAGEMENT CONSULTANTS ACCUSED OF USING "POP PSYCHOLOGY"

Pop psychology is replacing the old union-busting rhetoric in labor-management consultants' new ideological assault on the labor movement. In an article appearing in AFL-CIO American Federationist, Steve Lagerfeld, a Washington-based writer & editor, says that during the 1970s the labor-management consulting industry expanded about 10 times and now contains about 1000 firms. Modern Management Inc. is the leading firm with a success rate of over 90% in defeating organizing drives.

Consultants use knowledge drawn from the management & behavioral sciences and from the legal profession to "manipulate individual workers, the entire atmosphere of the workplace, and the legal process itself in a new war against the labor movement." Lagerfeld also says that the new breed of "humane managers" graduating from business schools makes the creation of a "non-union environment" easier. Workers in hospitals & other services and white-collar sectors are particularly susceptible to the "humane" approach.

Several techniques are examined:

- † Key role of communications, e.g., creating a commonality of interest between workers and management.

- † Screening out prospective employees who may lean toward unionization, e.g., anyone with marital problems and "any applicant who has too much horsepower."

- † Indoctrination programs for new employees to "shape their attitudes in healthy and productive ways."

- † Use of first-line supervisors as the consultants' "best communicators."

Lagerfeld distinguishes between these "essentially psychological techniques" and attempts "simply to persuade."

He accuses management of violating workers' privacy — their right to act, believe, or think as they see fit. He also believes that if business begins a new, broad-based offense against the labor movement, "it will surely destroy the stability and predictability it so highly prizes."

(Steve Lagerfeld, "The Pop Psychologist as Union Buster," AFL-CIO Federationist, Vol. 88, Nov 1981, pp. 6-12.)

FAMILY STILL COMES FIRST, BUT RULES CHANGE AS MORE WOMEN WORK

The family is the most important thing in life to 61% of Americans, according to a 1981 Los Angeles Times survey. Work is chosen by only 9% and 29% refer to "other" things. But family structure & values are changing as a 1980 survey shows. Only 29% prefer a traditional marriage in which the husband has responsibility to provide for the family, and the wife for the home & taking care of the children. More than twice as many (63%) prefer an equal marriage of shared responsibility in which the husband and wife cooperate on work, homemaking and child raising. Living with someone but not marrying is preferred by 32. 5% want to remain single.

One reason why family preferences have changed is that women accounted

for 42.6% of the labor force in 1980. Of working age women, 51.6% worked outside the home (vs. 77.4% of the men). Between 1950 and 1979, the percentage of married women in the labor force doubled from 24% to 49%. The main reason they work, say 56% of women, is that they need the money; 18% say they work for the personal satisfaction they get from the job, and 26% give both reasons.

("Opinion Roundup," Public Opinion, Vol. 4, Aug/Sept 1981, pp. 26, 31.)

MEDIA ELITE DISSATISFIED WITH SOCIAL ORDER, SURVEY SHOWS

The media are criticized by establishment institutions, particularly business, for fanning the winds of discontent. Social grievances by alienated groups are publicized and the causes of activist groups popularized. A survey of media elites -- involving hour-long interviews with 240 journalists and broadcasters -- shows that these contentions are probably true.

Media elite attitudes on 21 social issues indicate that a substantial portion are dissatisfied with the current social order. They are strong supporters of environmental protection, affirmative action, women's rights, homosexual rights, and sexual freedom in general. On international issues, 56% agree that the U.S. exploits the Third World and causes poverty; 57% find America's heavy use of natural resources to be "immoral," and 51% believe the goal of our foreign policy is to protect U.S. businesses.

They revealed "post-bourgeois" and "expressive" values when asked about what goals America should pursue during the next decade. They favor participation, a humane society, beautiful cities, and placing ideas above money. Only one in eight business executives holds these values. Their values are mainly the "acquisitive" ones of a stable economy, economic growth, national defense, and fighting crime. Media

elites are not too far behind business executives, however, in considering economic stability the most important goal: 52% vs. 60%.

Though media elites are dissatisfied with the social order, they accept the current economic order. For example, 38% oppose the view that big corporations should be publicly owned and 53% agree that less regulation of business is good for the country.

Media elites see business as having the greatest influence relative to other leadership groups. They see themselves in second place and unions in third. After a sizeable gap, other groups are clustered in this order: consumer groups, intellectuals, blacks, feminists. Significantly, business leaders see the media as far and away the most powerful influence on American society. The authors conclude that it is because the media elite and business executives attribute great power to the other that they view each other with such mistrust.

(S. Robert Lichter and Stanley Rothman, "Media and Business Elites," Public Opinion, Vol. 4, Oct/Nov 1981, pp. 42-46, 59-60.)

CONFUSION ABOUT RELIGION'S STRENGTH AND INFLUENCE IN SOCIETY

Is the U.S. witnessing a late-century Great Awakening -- a religious revival? Media talk about the Moral Majority and congressional interest in "moral" issues would indicate "yes." So would a Research & Forecasts' opinion survey commissioned by Connecticut Mutual Life Insurance Co. It reported a spontaneous revival of traditional values occurring throughout the country as Americans experience a "cultural current of religious commitment and moralism." But "The Polls" section of Public Opinion Quarterly suggests otherwise. It reviews five of seven indicators used by George Gallup Jr.'s Princeton Religious Research Center.