



The Lukaszewski Group

Management Consultants
In Communications

INTERN WITH THE BEST *and learn about some of the most interesting issues and problems in the business world. We are The Lukaszewski Group (www.e911.com), a White Plains-based (N.Y.) crisis communications consultancy with a national / international practice. If you're a college / university junior or senior who is looking for substantial hands-on experience that will help you obtain that "dream" first professional position in communications or public relations following graduation, we'd like to talk with you.*

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THE LUKASZEWSKI GROUP'S INTERNSHIP OPPORTUNITIES

We very much appreciate your interest in The Lukaszewski Group (TLG) and have prepared this packet to help you get to know us better and to familiarize you with our internship opportunities.

The Opportunity: To work in a nationally recognized crisis communications consulting firm – serving in a staff capacity focusing on one or two projects, but having access to and being involved in the full range of the agency's activities.

Although not a requirement, we prefer that at least a portion of this internship be for academic credit. We structure academic internships to accomplish the student's and educational institution's specific skill development/enhancement objectives.

Key Results: By the end of this internship you will understand how a public relations agency works, what clients expect from the agency/client relationship, how to work successfully within the agency setting, and what educational and experiential requirements are necessary for a career in communications and public relations.

Basis for Accountability: Your principal work assignment will relate to one or two projects, to be determined, which meet your educational and professional objectives and The Lukaszewski Group's needs and, wherever possible, results in a tangible product appropriate for use during your job search interviews.

In addition, you will have other daily and weekly assignments based on the agency's day-to-day client/project assignments. Specific responsibilities will be based on the "Intern / Executive Assistant" job description near the end of this document.

Organization: You will report to the Vice President, Administration, but will also work closely with the Chairman, Account Executive, and Account Services/Marketing Assistants.

Nature of the Position: As management advisors in communications, The Lukaszewski Group helps its clients through difficult situations that have the potential to produce unplanned visibility. During this unique and extremely interesting internship you will learn about working in emergency situations, working under pressure, and juggling many tasks simultaneously. In addition, you will be exposed to many facets of the day-to-day workings of a small, highly niched communications firm.

Knowledge, Education, and Skills Required: Lukaszewski Group internships are designed for highly motivated, above-average students working toward an undergraduate degree in communications or public relations. They are intellectually challenging and require excellent keyboarding, computer, writing, verbal, critical thinking, and time-management skills.

Duration: This internship is structured to accomplish specific educational goals. The ideal duration is one academic year or nine months. The educational institution will specify the duration of any work done for academic credit. We expect that you will work an average of 10 hours per week during the academic year (but we will adjust work schedules to accommodate mid-term and finals study demands). Summer interns are expected to work 35 to 40 hours per week.

Compensation: The Lukaszewski Group offers a starting hourly wage of \$8 - \$12 depending on your initial level of computer, verbal, and writing skill. Pay increases are based on continued improvement of grammar, spelling, and writing skills; overall productivity; quality of work; and commitment to personal professional development.

Conditions of Internship: All offers of employment are contingent upon verification of your employment eligibility under Federal law (Federal form I-9).

Confidentiality Commitment: The very nature of our work means that we routinely have access to extremely confidential information, which must be treated, stored, communicated, and processed in the strictest confidence:

- All marketing, financial, personnel, technical process and trade secret information provided by clients;
- All work reports, budgets, budget data, client programs, financial reports, new business proposals, internal memoranda, and special reports;
- All papers marked and or designated as "confidential" or "proprietary";
- Any material or information that, when disclosed orally, is identified at the time as being "confidential" or "proprietary"; and
- Any and all materials marked as "Attorney/Client Work Product" or "Attorney/Client Privileged."

We ask all TLG employees and interns to agree, in writing, to protect such information and/or material against disclosure to third parties, using the same degree of care as they would use to protect their own confidential, proprietary information or material. We have many public company clients who impose even stricter confidentiality requirements on us. We are insiders almost immediately with these public company accounts.

ABOUT THE LUKASZEWSKI GROUP

AREAS OF PRACTICE

Activist / Web Attack Counteraction
Coaching and Training for Executives and Managers / Leadership
Community Relations & Grassroots Campaigns / Gaining Public Consent
Corporate Relations / Professional Development
Crisis Communication Management Readiness & Simulations
Employee Relationship / Loyalty Building
Ethics / Integrity / Corporate Governance
Litigation Communication Management
Management Communications Strategy / Reputation Recovery
Media Relations Strategy & Analysis
Public Affairs & Exposure Management Forecasting
Strategy

The Lukaszewski Group helps organizations manage tough, touchy, sensitive communication problems. We focus our energies on issues and situations with enormous organizational impact. Clients engage us to work across the spectrum of management communications and operational issues, reduce reputation risk, make things happen, move issues forward, provide second opinions, and resolve conflict and controversy.

Our work generally falls into three important areas – strategic guidance for senior management; hands-on direct action to resolve specific issues, problems, or conflicts on management’s behalf; and coaching for individual success and organizational leadership.

Guiding management involves day-to-day advice, counsel, and coaching. Typical services include developing specific strategies, plans, and tactics; creating or analyzing corporate emergency communication plans; developing and executing intense, situation-specific exercises and simulations; providing confidential guidance in solving critical executive issues and problems; and first-response strategies.

Hands-on direct intervention on management’s behalf may be required. Within hours we can activate situation-specific teams of experts and specialists. Typical direct action projects include directing community-based grassroots campaigns to influence public attitudes; preparing executives for appearances on *20-20*, *Nightline*, and *60 Minutes*; and managing critical problems involving adverse government or community action, anti-corporate activism, business reversal/Chapter 11, environmental accidents, international disputes, high-profile civil and criminal litigation, labor negotiations, troublesome products, and extremely controversial public issues.

Coaching individual executives means, among other things, building their managerial and communication leadership skills and their ability to motivate and build commitment in employees, customers, shareholders and board members, and other key stakeholders, and to deal with angry, injured, fearful, or victimized constituencies.

OUR PRACTICE PHILOSOPHY

The Lukaszewski Group provides strategic guidance to the managements of major U.S. and international businesses and organizations on the most sensitive reputation and ethical problems, the kind that can redefine the reputation of an organization, executive, company, or brand.

Our style is to provide forthright, honest assessment and counseling. Whether we directly intervene to help companies promptly and conclusively manage reputationally defining situations, provide guidance and advice, or coach for individual success or organizational leadership, our goal is to build the fundamental management strengths of the organizations we serve. We strive to help client organizations solve problems, learn from mistakes, and avoid future failures.

Clients describe our counsel and our actions as:

- Conclusive, timesaving, and action oriented;
- Direct, positive, clear, doable, and pragmatic;
- Empathetic, useful, and client oriented;
- Fair and humane;
- Honorable, ethical, and morally sensitive;
- Open, prompt, and highly focused;
- Principled and unassailable; and
- Simple, sensible, and sincere.

WHAT THE LUKASZEWSKI GROUP DOES EVERYDAY

- **STRATEGIC THINKING**
- **MANAGING MANAGEMENT INVOLVEMENT**
- **COACHING**
- **COUNSELING**
- **SECOND OPINIONS**

Thinking and Acting Strategically

We are experts in developing conclusive, fundamentally sound communication strategies for companies with high-profile problems and issues ranging from activist demonstrations to civil, criminal, or class action lawsuits; from environmental, health, and safety risks to xenotransplantation. What makes us different is our ability to quickly and efficiently focus company management on the key decisions that need to be made and to structure an outcome-focused communication response. We often work with every critical operating function within the organization to get issues resolved, decisions made, and actions taken.

The practical result is the immediate, responsive management of serious problems and appropriate, structured, focused communication. At the same time, while moving forward, the client organization learns more about resolving its own issues.

Managing Management Involvement

We are pragmatists. Our job is to tell it like it is, to forecast the unintended consequences of the organization's actions, and to make important, conclusive, and do-able recommendations.

Our style facilitates communication between different departments, divisions, and individuals within the organization. The goals are to help managers and supervisors know what to say and when to say it; decide what to do and when to do it; and to recognize when it's time to say and do nothing.

Typically, we take these first steps to get a situation under control:

- Listen to senior management's most important concerns.
- Develop an action-based plan of attack.
- Build senior management confidence in the response team and the strategy.
- Focus the team and other consultants on getting it done.
- Reduce management anxiety through practical, do-able, and useful recommendations.
- Manage senior management disappointment, irritation, and impatience.
- Implement on-site programs; translate strategic assessment and program concepts into action steps.
- Work with and train mid-level managers on problem resolution approaches and strategy.
- Identify and plan participation exit strategies for senior management.

Coaching and Counseling

We only handle the toughest, touchiest, and most sensitive aspects of any problem. Much of our advice and counsel involves teaching and coaching executives, managers, and supervisors to make fundamentally sound, results-oriented communication decisions and to effectively communicate those decisions to others.

Second Opinions

With more than 20 years on the front line of crisis communication management, one of our most important roles, aside from strategically directing response operations, is to provide second opinions. During a typical year, The Lukaszewski Group provides its opinions in situations involving activist attacks; angry communities; organized opposition; government investigations; high-profile litigation; network television news coverage; *60 Minutes*, *Primetime Live*, and other news magazine shows; media investigations, and the like. We are frequently called the "Consultant's Consultants" and the "Expert's Experts."

WHAT TLG EXPECTS OF ITS EMPLOYEES AND INTERNS

The Lukaszewski Group Inc. works for many of America's leading corporations and law firms. To preserve, protect, and build these client relationships we are passionately committed to the principle that positive leadership means simplicity, humanity, humility, honesty, and excellence.

We, too, are leaders in our profession. That means we expect . . .

- *Your personal involvement* by learning something new from the business and about our clients every day.
- *Your personal commitment* to error-free work, enthusiastically completed.
- *Your personal concern* for the well-being and success of those you work with and for the client's goals and objectives.
- *Your willingness to focus*, producing your best work every time, every day.
- *Your participation* in improving work processes, the way we operate, and building better client relationships.
- *Your meticulous attention to detail* with a relentless attitude about improving the quality of everything TLG does.

Mary Ann Cotton's 11 rules for working with Jim Lukaszewski . . .

Mary Ann Cotton was a vice president with The Lukaszewski Group during the mid-1990s. As we often do, during her last few days with us we asked her what insight she might share with her successor. Here are Mary Ann's 11 rules for working with Jim Lukaszewski, and for becoming a star in our firm and profession:

1. Prepare work product in final form. It should be your best, most complete effort.
2. Look at situations from a perspective other than the one Jim Lukaszewski has – this leads to interesting, productive discussions that ultimately benefit the client with new ideas and approaches.
3. Think, write, and speak in numbers, bullets, and series.
4. Bring your stories, experiences, and personal history to work – often they reflect an approach or strategy you're trying to explain to a client.
5. Recognize, acknowledge, and learn from the mistakes, missteps, gaffes, and goofs you make – then move on.
6. Be solution-driven.
7. Be prepared to explain – succinctly and convincingly – your suggestions, proposals, and recommendations. Speak like someone you'd like to listen to.
8. Remain one step ahead and 15 minutes early.
9. Anticipate issues, problems, concerns, and opportunities; prepare Jim before he or the client ask; have a plan.
10. Recognize that not every event is a crisis; respond as if every event is a crisis.
11. Speaking for the sake of speaking is unmemorable – say important things.

Concept of Completed Action

In addition to involvement, commitment, concern, focus, participation and attention to detail, The Lukaszewski Group Inc. believes in and expects its employees and interns to use the *Concept of Completed Action*. It helps us better serve our clients and use our time and theirs more productively.

While the name of the author of the material that follows is unknown, we remain grateful to him or her for so succinctly describing this valuable concept.

The *Concept of Completed Action* is an aggressive, positive approach to problem solving and presentation of solution options to decision makers – usually either a client or a supervisor. The problem is outlined, its impact assessed and solutions are presented so that all that remains to be done by the decision maker is to indicate approval or disapproval of a proposed “Completed Action” option. *Completed* action is emphasized because the more difficult the problem is, the more the tendency to present it in piece-meal fashion, or seek only one possible solution. There are always at least two options for action in every situation. Doing nothing, for example, is always an option.

Apply the concept when (1) a decision maker has assigned a specific problem for you to study, or (2) you need a decision on a problem you have encountered. The concept also requires that you recommend a course of action that represents the result of your own best thinking.

Here are some tips:

1. Think it through. It is basically a five-step process:

- Describe the situation;
- Interpret the situation;
- Develop options;
- Make a recommendation; and
- Identify unintended consequences.

2. Follow the process:

When faced with a difficult problem, the inexperienced person often feels impelled to ask the supervisor or client what to do. It seems so much easier to present the problem to someone else and often it appears easy for him or her to decide upon a solution. *Resist that impulse!* Writing a memorandum does not constitute “Completed Action.” Writing a memorandum for your supervisor or client to send to someone else does. You have been hired for the very reason that your supervisor alone cannot solve all the problems. Each time you bring that person a *solution* instead of a *problem* you are demonstrating that you are an asset.

3. “Run it by”:

The “Completed Action” may be presented prior to final form, but the ‘rough draft’ must not be used as a device for shifting responsibility for formulating the action. Do not burden the decision maker with long explanations, either written or oral. It is your duty to study, think, restudy, and rethink until you are convinced you have selected the correct plan of action – in the best *finished* form, so that he or she can take action simply by approving it. Usually the person will see the logic of your proposal or will trust your judgment without being conducted through your line of reasoning. He or she will ask for explanation when it is necessary.

4. Test it:

When you have finished preparing your “Completed Action” proposal, the final test is this: If *you* were in the decision maker’s shoes and it was up to you, would *you* be willing to approve the action you proposed and stake your professional reputation on its being right? If the answer is no or you are not comfortable with your decision, it is not yet “Completed Action.”

Using the *Concept of Completed Action* takes more work, but you will find yourself becoming a better thinker and your proposals and ideas more readily accepted, and you’ll get faster action. Furthermore, it will enable you to develop and demonstrate the ability to make sound decisions.

Those who become accustomed to using the *Concept of Completed Action* carry its principles into other aspects of their work. They:

- Look for better ways of doing things.
- Try to think ahead and go the extra mile.
- Make suggestions on improving and enjoying their work more.
- Look for and suggest doable alternatives.
- Recommend achievable actions.
- Look for things that need to be done and do them.
- Promptly report equipment that is not working properly and supplies that need replacement.
- Communicate frequently regarding the status of assigned projects.
- Complete projects when due or promised.
- Anticipate problems and unanticipated consequences.

The *Concept of Completed Action* at TLG is taking the initiative to learn and understand the business we are in and how it helps people. It’s a mindset of thinking ahead, anticipating and following up – a can-do attitude that is always focused on solutions.

JOB DESCRIPTION/PERFORMANCE REVIEW EVALUATION FORM

Job Title: Intern / Executive Assistant (Part-time)

Reports To: Vice President, Administration (coordinates with the Chairman, Account Executive, and Marketing Associate)

Broad Function: Provide overload administrative and support services

RESPONSIBILITIES:	EMPLOYEE	SUPERVISOR
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Administrative Support:

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|---|---------------|---------------|
| • Accurately types or revises in Microsoft Word documents of all kinds including business correspondence, proposals, memoranda, articles, speeches, news releases, and other material as assigned. Carefully proofreads copy for spelling and other typographical errors. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Drafts correspondence and other documents, as assigned. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Completes assigned photocopying work. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Provides filing services, as assigned. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Prepares and makes arrangements for outgoing Airborne, Federal Express, UPS, and messenger deliveries. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Carries out research and special assignments; handles errands. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Maintains and manages supply of handout materials at specified levels. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Greets clients and other visitors to the office. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Keeps supervisor fully advised of progress and emerging problems on assigned projects. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Sets priorities and manages time effectively. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Prepares accurate daily time reports and expense reports. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |

Client Services:

- | | | |
|---|---------------|---------------|
| • Carries out production assignments, including proofreading client documents, as assigned. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Assists in production of workshop handout materials. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |

RESPONSIBILITIES:**EMPLOYEE****SUPERVISOR**New Business Development/Promotion:

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|--|---------------|---------------|
| • Updates prospect lists, as assigned. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Assists with printing of letters, envelopes, and/or mailing labels for promotional mailings. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Assists with promotional mailings including stuffing, sealing, and metering of envelopes. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |

Other:

- | | | |
|--|---------------|---------------|
| • Supports and follows firm's management systems; reads, knows, and follows procedures outlined in the <i>Policy & Procedures Manual</i> . | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Maintains the neat appearance and professional atmosphere of the administrative work area. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |
| • Works cooperatively with others in agency, providing assistance as requested. | 1 2 3 4 5 6 7 | 1 2 3 4 5 6 7 |

QUALIFICATIONS:

1. College / university junior or senior seeking a degree in communications or public relations. Previous office experience desirable.
2. Excellent word processing skills; above average knowledge of Microsoft Word and related products including PowerPoint, Excel, and graphics software.
3. Ability to touch-type 50 wpm using dictation equipment.
4. Above-average grammar, spelling, punctuation, and proofreading skills.
5. Knowledge of office equipment and filing procedures.
6. Ability to write creatively and concisely with clarity a plus.
7. Inquisitive and detail oriented.
8. Clear and concise telephone voice and manner.
9. Friendly, courteous attitude in dealing with others.
10. Mature, neat in appearance, congenial, and cooperative.
11. Committed to professional and personal self-development.
12. Desire to learn more about communications, public relations, and public affairs.