



# The Lukaszewski Group

---

Management Consultants  
In Communications

## **MOVING OUT OF THE TARGET ZONE: WHAT TO DO WHEN THE ACTIVISTS ATTACK<sup>©</sup>**

James E. Lukaszewski, *ABC, APR, Fellow PRSA*  
White Plains, New York, U.S.A.

Published by The Lukaszewski Group Inc., 100 South Bedford Road, Suite 340, Mount Kisco, New York 10549, 914.681.0000.  
Copyright © 1999, James E. Lukaszewski. All rights reserved. ISBN 1-883291-28-3.

---

### **ABSTRACT**

Anti-corporate activism has become a globally coordinated activity involving all areas of corporate pursuit. The target(s) is a brand, usually American, using off-shore (that is, third world or lesser-developed) countries for sourcing. This is a reputation issue of the highest order. For some, the issue can be brand preservation. Some global institutions, such as the World Bank, have become constant symbols and targets.

How do you move out of the bull's eye when activists attack? Jim Lukaszewski provides helpful insights and 12 key facts with useful commentary and lessons to guide you.

Moving out of the target zone is becoming increasingly more challenging because:

- Activist campaigns are becoming more sophisticated than corporate response capabilities.
- Activist campaigns are becoming less focused and dependent on the “media” and more focused on creating trade barriers, creating market barriers such as boycotts, impeding access to capital through pressure on institutional investors, and directly attacking individuals and organizations who are the end users rather than consumers.
- Activist campaigns are building a substantial track record of success. Target companies are recognizing that direct action against them is powerful and can be successful (largely because they respond too late).

According to Lukaszewski, getting and staying out of the target zone essentially means:

- Committing to principled, open behaviors that address issues promptly, directly, and positively.

- Getting to the high ground fast.
- Putting yourself in the activist's shoes, as well as the shoes of other major stakeholders. Act from their perspective. Start doing it today.
- Focus on clear, useful, positive goals that can be "given away" to others for the credit
- Be cautious in building phony coalitions on issues that matter.
- Recognize that response to activism basically feels defensive and protective.

Be satisfied with a useful, positive result in which everyone gains something. This is, in fact, how the public defines victory in confrontational settings.



If this Abstract has been helpful and you wish to acquire the entire text, please visit [www.Amazon.com](http://www.Amazon.com).

## PRODUCT DETAILS

Paperback: 6 pages

Publisher: The Lukaszewski Group Inc. (April 1, 1999)

Language: English

ISBN: 1-883291-28-3

Price: \$20.00 US

## ABOUT THE AUTHOR

James E. Lukaszewski (loo-ka-SHEV-skee) advises, coaches, and counsels the men and women who run very large corporations and organizations. He is an expert in managing and counteracting tough, touchy, sensitive corporate communications issues. The fastest growing portion of his practice involves civil and criminal litigation. He is one of the few who can and truly does coach CEOs.

He is a prolific author (several books, hundreds of articles), lecturer (corporate, college and university), coach, and counselor. He is quoted in publications such as *The New York Times*, *The Wall Street Journal*, *The Miami Herald*, the *Harvard Business Review*, and industry trade journals. He is a columnist, advisor, or editor for almost every major public relations periodical. His 1992 book, *Influencing Public Attitudes: Strategies that Reduce the Media's Power*, remains a classic work in the field of direct communication. He is the author of the four-volume *Executive Action<sup>®</sup> Crisis Communication Management System* and has published 26 unabridged monographs on critical communication subjects since 1994. His newest book, *Why Should the Boss Listen to You?*, was published by Jossey-Bass in 2008.

He is an internationally recognized speaker on crisis management, ethics, media relations, public affairs, and reputation preservation and restoration. Visiting his Web site, [www.e911.com](http://www.e911.com), is like attending the University of Crisis Management.

An accredited member of the International Association of Business Communicators (ABC) and the Public Relations Society of America (APR), Mr. Lukaszewski is a member of the PRSA's College of Fellows (Fellow PRSA) and Board of Ethics & Professional Standards. He served as a crisis communications advisor to the International Disaster Advisory Committee, Agency for International Development, Office of U.S. Foreign Disaster Assistance from 1989 to 1992, and is a civilian advisor to several other federal agencies. He lectures annually at the U.S. Marine Corp's East Coast Commander's Media Training Symposium and was the second recipient of its Drew Middleton Award. He is the recipient of both Ball State University's 2004 National Public Relations Achievement Award and the 2004 Patrick Jackson Award for Distinguished Service to PRSA, and is among the winners of the 2005 *PR News* Lifetime Achievement Award. His name appeared in *Corporate Legal Times* as one of "28 Experts to Call When All Hell Breaks Loose," and in *PR Week* as one of 22 "crunch-time counselors who should be on the speed dial in a crisis."