

WAGING PEACE: STRATEGIES TO REPLACE EMPLOYEE-MANAGEMENT CONFLICTS AND WORKPLACE TENSION WITH MORE PERMANENT POSITIVE RELATIONSHIPS

The promise of lifetime working relationships finally ended in the U.S. with the bloody Wall Street takeover battles of the mid-80s. Almost a full generation of the American workforce know of this promise only through the wistful stories of parents and grandparents – talk of the good old days. But the resulting anger at its loss is moving from generation to generation.

Everyone who is employed by someone else is a part of this new promiseless work world; big, small, union, non-union, for-profit, NPO, even government employment is no longer permanent.

The architects of this world, a generation of managers enslaved to someone else's view of their bottom line, remain somewhat delusional about why a workforce in the midst of prosperity can be so unhappy, and so unsatisfied.

To the outside world it appears that those who own or lead business enterprises conduct a kind of endless, mindless warfare inside their organizations. Management's battle cries include:

- Be competitive.
- Be best practice driven.
- Multitask.
- Zap it.
- Do it in a minute.
- Analyze it from 360°.
- Downsize, rightsize, reorganize (capsize?).

Employees' respond (from a study done by Andersen Consulting):

- Give us real leadership (70%).
- Provide some tools to do the job (25%).
- Just a little more communication (5%).

In this environment communication can provide a truly key strategic difference in achieving management objectives and improving the lot of employees whose tolerance for change is declining, stress levels are rising, and the fondest desire may be to see something done the same way more than once a couple of times a month. It's time to wage peace inside organizations.



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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 an internationally recognized speaker on crisis management, ethics, media relations, public affairs, and reputation preservation and restoration. Visiting his Web site, 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."