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THE WHITE HOUSE  
WASHINGTON

December 26, 1985


Dear Bob:

Bennett S. White, a close friend of mine who has considerable experience in retail marketing in the food industry, is seeking a new opportunity. Bennett has been associated with Buitoni Foods Corporation, and because of its recent acquisition, he would like to explore possibilities with other firms. As you can see from his enclosed resume, he has an excellent background and considerable experience in his field.

I have known Bennett personally for a number of years, and I am confident he would be an asset to one of your clients.

I would appreciate it if you would have someone contact Bennett if you are aware of any new opportunities.

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.  
International Public Relations Counsel  
420 Lexington Avenue  
New York, New York 10017  
212-697-5600

**Robert L. Dilenschneider**  
President and  
Chief Executive Officer

October 15, 1986

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:

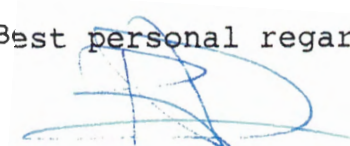
Once each year Hill and Knowlton gives a dinner for the Board of Directors of the Public Relations Society of America. This year the dinner will be in Washington during the Society's National Conference.

The Dinner will be at the F Street Club on Saturday, November 8 beginning at 7 p.m.

Both the PRSA Board and Hill and Knowlton would be honored if you could join us for all or part of the evening. It will be a very informal event, but I know the group would welcome any thoughts you could share with us.

At your convenience, please let me know.

Best personal regards,



Robert L. Dilenschneider

RLD:jw

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 ✓

Hill and Knowlton, Inc.  
International Public Relations Counsel  
420 Lexington Avenue  
New York, New York 10017  
212-697-5600

**Robert L. Dilenschneider**  
President and  
Chief Executive Officer

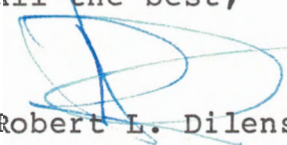
September 11, 1986

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

Dear Larry:

I know you like hats. The enclosed is from "Farm Best", the brand name of dairymen in the southeast part of America. We work for them and they market in Mississippi. So if you wear the hat when you go home, you will be one of the big cheeses around town.

All the best,



Robert L. Dilenschneider

RLD:rdm

Hill and Knowlton, Inc.  
International Public Relations Counsel  
420 Lexington Avenue  
New York, New York 10017  
212-697-5600

**Robert L. Dilenschneider**  
President and  
Chief Executive Officer

July 15, 1986

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

Dear Larry:

Geoffrey received a letter from the President today welcoming him to the world. I can't tell you how much this means to Jan and me. You are awfully thoughtful to follow up on it.

Now we really have to get our act in order and underway.

Best regards,



Robert L. Dilenschneider

RLD:rdm

NOTE FOR ELIZABETH BOARD

FROM: ANN BROCK

per Fred, this is to remain a written  
message

sorry .....

THE WHITE HOUSE  
WASHINGTON

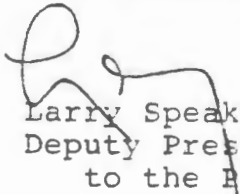
November 1, 1985

Dear Bob:

Many thanks for your letter and the opportunity for the President to participate in the Pittsburgh "most livable city" celebration. I know he would welcome the opportunity to salute Pittsburgh on this occasion.

I have asked Elizabeth Board, who handles these matters, to get in touch with you to work with the arrangements.

Best regards,



Larry Speakes  
Deputy Press Secretary  
to the President

Mr. Robert L. Dilenschneider  
Hill and Knowlton, Inc.  
600 Grant Street  
Suite 5950  
Pittsburgh, Pennsylvania 15219



October 28, 1985

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

Dear Larry:

On November 22, 23 and 24, 1985, the city of Pittsburgh will celebrate its status as America's "most livable city" with a weekend of activities specifically designed to involve the entire community.

The highlight of the weekend will be a gala dinner and entertainment program for 3,000 Pittsburghers at the David L. Lawrence Convention Center. Among the attendees to this event are: Mayor Richard Caliguiri, Governor Richard Thornburgh and Senator H. John Heinz, III. The Greater Pittsburgh Chamber of Commerce, sponsor of the event, also has invited more than 100 of Pittsburgh's famous "sons and daughters" to attend including Dr. Henry Hahnson, heart and lung transplant specialist, General Roscoe Robinson, Jr., U.S. representative to NATO, and author David McCullough.

To make "Celebrate Pittsburgh" a truly memorable and historical event, we would like to have President Reagan videotape a brief 'congratulations' message to be aired during the dinner. The tape need be only one or two minutes.

Such a message would not only serve to reaffirm the pride Pittsburghers already feel for their community, but would bring the city national recognition for being "Number 1."

I have asked Pat Yoder, vice president and general manager of our Pittsburgh office to follow-up with you. She will call you on Thursday.

Thank you for your assistance.

Sincerely,

Robert L. Dilenschneider

PROZ/SFFANS

**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 24, 1986

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:

Thank you very much for your valiant effort to help us on the French issue. I'll let you know how it turns out.

Meantime, we should plan on some time together fairly soon.

All the best,



Robert L. Dilenschneider

RLD/kk

ANTHONY De LORENZO

3-16-86

Mr. R. L. Dilenschneider,  
New York City.

WALTER SCOTT'S  
**Personality Parade**

Want the facts? Opinion? Truth? Write Walter Scott, 140 N. Hamilton Dr., Beverly Hills, Calif. 90210, or phone (213) 651-3375. Full name will be used unless otherwise requested. Volume of mail makes personal replies impossible.



Rare breed: Governors Collins (left) and Kunin

**Q** Who are the only three female governors in the U.S.?—Marie Harris, Monclair, N.J.

**A** Madeleine Kunin of Vermont and Martha Layne Collins of Kentucky are the only two women who currently hold governorships. Both are Democrats.

**Q** Priscilla Presley writes in her memoirs that, for five or six years before their wedding in 1967, when they were living together in Memphis and elsewhere, Elvis refused to engage in sexual relations with her until they were married. Since Elvis was a noted "swordsman," doesn't this observation by Priscilla read like a fairy tale and lend doubt to her memoirs?—Diane F., Murfreesboro, Tenn.

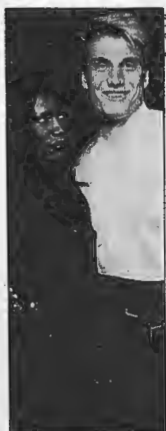
**A** Not necessarily. Elvis Presley was a highly sexed young man, but his methods of achieving sexual satisfaction may well have eschewed the loss of Priscilla's chastity without depriving him of release.



Priscilla and Elvis Presley on their wedding day

**Q** Do readership surveys support so frequent publication of questions and answers about Nancy and Ronald Reagan? One or the other or both appear in nearly every Personality Parade. Also, for whom was Larry Speakes a spokesman before he became the voice of the President? Is that the name he was given at birth or the stage name he has taken in the Reagan Theater at the White House?—Norman H. Jacobson, Middleton, Wis.

**A** Curiosity about the President and Mrs. Reagan, their activities, friends, policies and children appears to be insatiable. As for Larry Speakes, the deputy press secretary, he was born on Sept. 13, 1939, in Cleveland, Miss., and christened Larry Melvin Speakes. From 1968 to 1974, Speakes was employed as press secretary by James Eastland, the Democratic Senator from Mississippi. Subsequently he worked in the Nixon and Ford White Houses and for the public-relations firm of Hill and Knowlton. In 1980, after Reagan defeated Jimmy Carter, Speakes asked James Brady, Reagan's press secretary, for a job. Brady took him on as his deputy. On March 30, 1981, Brady was severely wounded in the attempted assassination of the President, and Speakes took over many of Brady's duties. Since then, he has survived and thrived.



Grace and Dolph

**Q** They say that Grace Jones, the singer who performed in the last James Bond movie, is pregnant and soon will marry her Swedish bodyguard, Dolph Lundgren. He's the giant who played the Russian prizefighter in "Rocky IV." Are Jones and Lundgren married? How tall is he? How tall is she?—Arcola Cüster, New York, N.Y.

**A** At this writing, Grace Jones, 33 and 5 feet 11, is not married to Dolph Lundgren, 26 and 6 feet 6.



MacArthur with Ike, his former aide but no admirer

**Q** Why is it that when Gen. Douglas MacArthur died and his funeral took place—in Norfolk, Va., I believe, on April 11, 1964—President Lyndon Johnson showed up, but former Presidents Truman and Eisenhower did not? Did Ike and Truman dislike MacArthur that much?—F.F., West Point, N.Y.

**A** In April 1964, Truman was almost 80 and Eisenhower nearly 74. Neither admired MacArthur personally. Truman regarded him as a pompous, troublemaking insubordinate. Ike had worked under MacArthur in Washington, D.C., and the Philippines in the '30s and did not hold the general in the highest light—except, he said, as an actor. Incidentally, though President Johnson issued a White House proclamation honoring MacArthur as an American hero, he was unable to attend the funeral in Norfolk and sent Attorney General Robert F. Kennedy.

**Q** On a scale of one to 10, with 10 the highest, how would you rate Barbra Streisand's popularity with her colleagues?—Jamie Hodges, Fall River, Mass.

**A** Five.

**Q** I read where Sean Penn, the actor who's married to the rock star Madonna, assaulted another photographer, this time in the Far East. Does he do this for publicity or because he hates publicity? If he hates publicity, why is Penn in the film business, which thrives on it?—C. Marks, Seattle, Wash.

**A** Penn is so immature as to believe he can have both fame and privacy.

**PARADE**  
 THE SUNDAY NEWSPAPER MAGAZINE  
 MARCH 16, 1986

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THE WHITE HOUSE

WASHINGTON

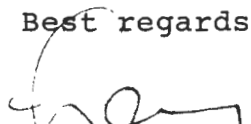
March 27, 1986

Dear Bob:

Many thanks for your note on the Parade Magazine blurb. You were kind to write.

The red carpet is out here for you and Jan. Give me a call and let's set up a date for a White House and Kennedy Center visit. I would like to talk to you about the news I'm hearing from Hill and Knowlton. It sounds good.

Best regards,



Larry Speakes  
Deputy Press Secretary  
to the President

Mr. Robert L. Dilenschneider  
President  
Chief Executive Officer  
Hill and Knowlton, Inc.  
420 Lexington Avenue  
New York, New York 10017

(1)

**HILL AND KNOWLTON, INC.**

*Public Relations/Public Affairs Counsel*

420 LEXINGTON AVENUE

NEW YORK, NEW YORK 10017

212-697-5600

**ROBERT L. DILENSCHNEIDER**

*President*

*Chief Executive Officer*

March 21, 1986

Mr. Larry Speakes  
The White House  
Washington, D. C. 20006

Dear Larry:

When you end up in Walter Scott's Personality Parade, it's time to think about your roots.

When are you, Laura, Jan and I going to get together, either in Washington or New York?

All the best.

Sincerely,



att.

THE WHITE HOUSE

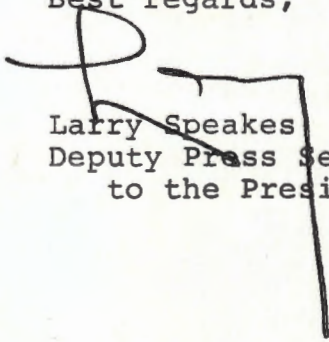
WASHINGTON

January 29, 1986

Dear Bob:

Many thanks for your note. You're the closest thing to a free lunch that I know.

Best regards,

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

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*

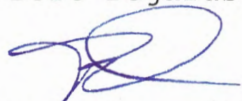
January 20, 1986

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:

You have a place to go for lunch,  
and I'll buy, when the time is right for  
you. Keep in close touch.

Best regards,



Robert L. Dilenschneider

RLD/jkr



**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*

January 21, 1986

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:

I understand that Lisa Isaac, who worked here last year, is being given a White House internship. I can't thank you enough for any help you gave her along the way. I know she'll be a valuable person, and she'll make a tremendous contribution to you and the rest of the staff.

Here's hoping 1986 is treating you well and that we see one another again soon.

Best personal regards,



Robert L. Dilenschneider

RLD/jkr

THE WHITE HOUSE  
WASHINGTON

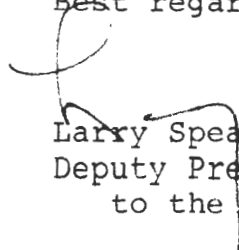
January 15, 1986

Dear Bob:

Many thanks for your responsiveness to my good friend, Bennett White, and his request for an opportunity in food marketing. I hope something turns up for him.

As always, thanks for your help.

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**

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**ROBERT L. DILENSCHNEIDER**

*President  
Chief Operating Officer  
National Operations*

Personal and Confidential

January 8, 1986

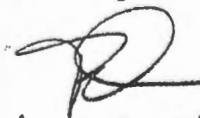
Mr. Bennett S. White  
Buitoni Foods Corporation  
450 Huyler Street  
South Hackensack, New Jersey 07606

Dear Mr. White:

Larry Speakes sent a note the other day saying that you're looking for an opportunity in food marketing. We're most interested in talking with you, and if you'll contact Aaron Glazier in our New York office (212-697-5600), I'm sure he'll see you promptly.

On one of my next trips to New York, I hope we can be in touch as well.

Best regards,



Robert L. Dilenschneider

RLD/jkr

cc: L. Speakes  
A. Glazier

THE WHITE HOUSE

WASHINGTON

December 30, 1985

Dear Bob:

Bennett S. White, a close friend of mine who has considerable experience in retail marketing in the food industry, is seeking a new opportunity. Bennett has been associated with Buitoni Foods Corporation, and because of its recent acquisition, he would like to explore possibilities with other firms. As you can see from his enclosed resume, he has an excellent background and considerable experience in his field.

I have known Bennett personally for a number of years, and I am confident he would be an asset to one of your clients.

I would appreciate it if you would have someone contact Bennett if you are aware of any new opportunities.

Best regards,



Larry Speakes  
Deputy Press Secretary  
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Mr. Robert L. Dilenschneider  
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111 East Wacker Drive  
Chicago, Illinois 60601

THE WHITE HOUSE  
WASHINGTON

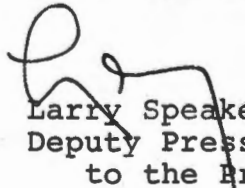
November 1, 1985

Dear Bob:

Many thanks for your letter and the opportunity for the President to participate in the Pittsburgh "most livable city" celebration. I know he would welcome the opportunity to salute Pittsburgh on this occasion.

I have asked Elizabeth Board, who handles these matters, to get in touch with you to work with the arrangements.

Best regards,

  
Larry Speakes  
Deputy Press Secretary  
to the President

Mr. Robert L. Dilenschneider  
Hill and Knowlton, Inc.  
600 Grant Street  
Suite 5950  
Pittsburgh, Pennsylvania 15219

*Letter to  
Elizabeth Board  
11-4-85*



October 28, 1985

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

Dear Larry:

On November 22, 23 and 24, 1985, the city of Pittsburgh will celebrate its status as America's "most livable city" with a weekend of activities specifically designed to involve the entire community.

The highlight of the weekend will be a gala dinner and entertainment program for 3,000 Pittsburghers at the David L. Lawrence Convention Center. Among the attendees to this event are: Mayor Richard Caliguiri, Governor Richard Thornburgh and Senator H. John Heinz, III. The Greater Pittsburgh Chamber of Commerce, sponsor of the event, also has invited more than 100 of Pittsburgh's famous "sons and daughters" to attend including Dr. Henry Bahnson, heart and lung transplant specialist, General Roscoe Robinson, Jr., U.S. representative to NATO, and author David McCullough.


To make "Celebrate Pittsburgh" a truly memorable and historical event, we would like to have President Reagan videotape a brief "congratulations" message to be aired during the dinner. The tape need be only one or two minutes.

Such a message would not only serve to reaffirm the pride Pittsburghers already feel for their community, but would bring the city national recognition for being "Number 1."

I have asked Pat Yoder, vice president and general manager of our Pittsburgh office to follow-up with you. She will call you on Thursday.

Thank you for your assistance.

Sincerely,

  
Robert L. Dilenschneider

PRO2/SPEAKS

**HILL AND KNOWLTON, INC.**

*Public Relations/Public Affairs Counsel*

111 EAST WACKER DRIVE

CHICAGO, IL 60601

312-563-1200

**ROBERT L. DILENSCHNEIDER**

*President  
Chief Operating Officer  
National Operations*

PERSONAL AND CONFIDENTIAL

May 13, 1985

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:

If you can help with the attached, I would really appreciate it. Don Newquist is a fine fellow and I know would do a super job. I would be pleased to introduce you to him, but if you could send a note, that would be most gracious on your part.

All the best,



Robert L. Dilenschneider

RLD/jkm  
attach.

# Don Newquist

Post Office Box 500 • San Antonio, Texas 78292 • Telephone (512) 246-2014

May 4, 1985

To: Robert L. Dilenschneider

Bob,

The attached letter to the White House is self explanatory. Alan Kranowitz in White House Congressional liason is coordinating Stenholm and Loeffler's effort on my behalf. Alan says that a brief note of endorsement to Tuttle from Larry Speakes would be a big help in adding credibility to our effort. About four other Texas Congressman (Republicans), Senator Bentsen, and Senator Russell Long are writing similiar letters. I have Senator Gramm's support, but because his wife is an employee of the FTC he cannot write a letter. Any help you could give on Larry would be most helpful and fully appreciated.

*Thanks,*  
*DN*



CHARLES W. STENHOLM  
17TH DISTRICT  
TEXAS

COMMITTEES:  
AGRICULTURE  
SMALL BUSINESS

CHAIRMAN OF  
SUBCOMMITTEE ON ENERGY,  
ENVIRONMENT AND SAFETY ISSUES  
AFFECTING SMALL BUSINESS

Congress of the United States  
House of Representatives  
Washington, DC 20515

April 24, 1985

WASHINGTON OFFICE:  
1232 LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-6605

DISTRICT OFFICES:  
P.O. Box 1237  
STAMFORD, TX 79553  
(915) 773-3623

P.O. Box 1101  
ABILENE, TX 79604  
(915) 673-7221

Honorable Robert H. Tuttle  
Deputy Assistant to the President  
and Director of Presidential Personnel  
The White House  
Washington, D. C. 20050

Dear Mr. Tuttle:

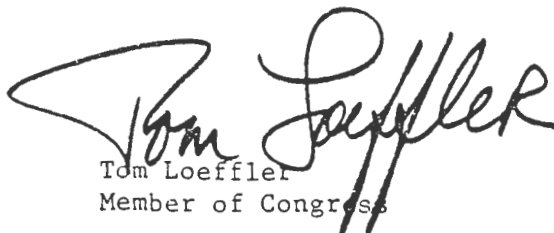
It is our understanding that a Democratic position on the Federal Trade Commission will become available in September and we would like to bring to your attention the name of a strong conservative candidate from Texas who would make an outstanding Commissioner.

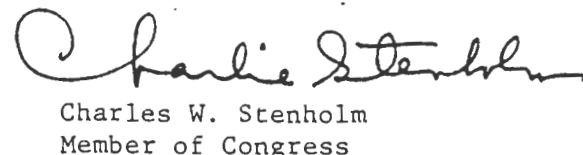
Please find attached the resume for Mr. Don E. Newquist who, currently, is a Senior Vice President, Corporate Relations, for Valero Energy Corporation in San Antonio, Texas.

We unhesitatingly recommend Don as an individual who has outstanding credentials and is a conscientious hard worker; his West Texas conservative background would serve the Commission well. As you will note from his resume, each of his positions over the years has given him increasing responsibilities. Certainly, his positions with the offices of three different Chambers of Commerce have offered him the opportunity to deal with business and commercial issues relevant to those states. In particular, we feel these experiences in the private sector would be very valuable in dealing with issues before the Commission.

Also, we would like to stress Don's general corporate experience as well. His position with Valero Energy has given him the opportunity to be involved with all aspects of the energy industry. More importantly, this involvement has allowed him to grow professionally with the company over the years. In recent years, his job has required that he come to Washington on a regular basis to represent the company with any number of Federal agencies. We believe this experience greatly increases his knowledge of the Federal Government and would be very beneficial.

Thank you for your consideration in this matter and with good wishes, we remain

  
Tom Loeffler  
Member of Congress


  
Charles W. Stenholm  
Member of Congress

THE WHITE HOUSE

WASHINGTON

May 23, 1985

MEMORANDUM FOR BOB TUTTLE

FROM: Larry Speakes 

Bob, the attached endorsement comes from a close friend of mine, Robert Dilenschneider, who is President of Hill and Knowlton. He endorses Don Newquist as a candidate for the Federal Trade Commission.

I wanted to make his recommendation available to you for any consideration.



From  
Robert L. Dilenschneider

December 7, 1983

Mr. Larry Speakes

For your information.

R.L.D.

**HILL AND KNOWLTON**

Hill and Knowlton, Inc.  
One Illinois Center  
111 East Wacker Drive  
Suite 1700  
Chicago, Illinois 60601  
312-565-1200

**Blue Cross  
Blue Shield**  
of Illinois



233 North Michigan Avenue  
Chicago, Illinois 60601-5655  
312/938-6347

Theodore E. Desch  
Senior Vice President  
Law and Public Affairs

December 2, 1983

Mr. Robert L. Dilenschneider  
Hill and Knowlton, Inc.  
111 East Wacker Drive, Suite 1700  
Chicago, IL 60601

Dear Bob:

Again, let me express my deep appreciation for the enjoyable dinner with Larry Speakes last night. The conversation and your other guests were interesting and informative. Thanks again for inviting me.

All the best.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Ted".

TED:pmd

# Ex-Cell-O Corporation

TROY, MICHIGAN 48084

TERRY W. WILSON  
VICE PRESIDENT  
COMMUNICATION

December 5, 1983

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

*Bob,*

Thanks very much for the enjoyable and interesting evening with Larry Speakes in Washington. It was also good to see you again and have a chance to talk with some of my colleagues from other companies. It was a good group you put together, and I was happy to be included.

As you know, Ex-Cell-O's association with Hill and Knowlton, up to now, has centered around Dick Cheney's area. As I mentioned, I did have an early November dinner with Dick and Ed Reynolds, who is the account executive handling Ex-Cell-O.

Once I have a better fix on what our needs are, I will be in touch with Ed to explore how we might broaden our relationship with Hill and Knowlton.

Thanks again for the dinner, and I probably will see you one of these week ends in line at Convito.

Best regards.

*Terry*

TWW:mct

Three First National Plaza  
Chicago, Illinois 60602  
(312) 558 8461

Robert L. Lauer  
Vice President-  
Corporate Affairs

---

CONSOLIDATED  
FOODS CORPORATION

December 2, 1983

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

Dear Bob:

I enjoyed meeting Larry Speakes immensely. It was an interesting group. Wonder if you would mind sending me a list of the people present -- the introductions came pretty fast, and I'm having trouble remembering the names of some of the people I met for the first time.

My only regret is that you and I didn't have much time to talk. Thanks, again, for inviting me to be with you.

Sincerely,





**ALLEGHENY  
INTERNATIONAL**

E. F. Andrews  
Vice President  
Materials and Services  
412-562-4250

December 2, 1983


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

Dear Bob:

Just a note to express my thanks and appreciation  
for a delightful dinner and interesting evening.

It was a real pleasure.

Sincerely yours,

  
E. F. Andrews

EFA:ga

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)

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TOTAL: \$424.55



R110999

DATE	GUESTS	TOTAL
3/6/83		1502

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



R110634

DATE	GUESTS	TOTAL
1/12		959

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
		4.80

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

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									122639
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

- CASH  
 AMERICAN EXPRESS  
 DINERS CLUB  
 CARTE BLANCHE  
 BANK AMERICARD  
 MASTER CHARGE

CHARGES	CREDITS	BALANCE DUE	PICK-UP
		1112 1 0170	SPEN
	FEB 04	PREV BAL	.00
	FEB 04	ROOM 170.00	
	FEB 04	TAX 12.75	
	920353	ROOM 1112-1 182.75	
	FEB 05	PREV BAL 182.75	
	FEB 05	GARAGE 7.00	
	FEB 05	ROOM 170.00	
	FEB 05	TAX 12.75	
	920281	ROOM 1112-1 372.50	
	FEB 06	PREV BAL 372.50	
	FEB 06	GARAGE 7.00	
	FEB 06	ROOM 170.00	
	FEB 06	TAX 12.75	
	810389	ROOM 1112-1 562.25	
	FEB 07	PREV BAL 562.25	
	FEB 07	AMEX 562.25	
	120059	ROOM 1112-1 .00	
		CHECKOUT-10:29AM	

Establishment agrees to transmit to American Express Company (Amexco) all bills and receipts for payment. Merchandise and/or services purchased on bills and shall not be resold or returned for cash refund.

Cardmember Account No. **3728 805146 11008**  
 Cardmember Name **LARRY H SPEAKES**  
 Cardmember Address **WESTWOOD MARQUIS LOS ANGELES CA 90024**  
 Cardmember Phone **213 208-8765**  
 Cardmember Fax **213 208-8765**  
 Cardmember Email **LARRY.H.SPEAKES@WESTWOODMARQUIS.COM**

Invoice Number **130320**  
 Cardmember Copy

Approval Signature: *[Signature]*  
 Clerk or Bill No.

Any delayed charges are listed below.

RDC Form CD20249-Rev. (9-77) Printed in USA

LAST BALANCE IS AMOUNT DUE  CONTINUED



GUARANTEED BY  TRAVEL AGENT  BILL TO

GUEST'S SIGNATURE \_\_\_\_\_ NAME \_\_\_\_\_  
 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.

STREET \_\_\_\_\_ CITY, STATE \_\_\_\_\_ DIRECT BILLING AUTHORIZED BY \_\_\_\_\_

THE WHITE HOUSE

WASHINGTON

September 5, 1985

Dear Bob:

Many thanks for your letter and the recommendation that Lisa Isaac come to the White House in the Spring for an internship program.

I, too, am impressed with her resume, and I have asked Bill Hart of our News Summary staff to contact her about the possibility of her working in our volunteer college intern program.

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*

August 16, 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:

May I introduce Lisa Isaac, a summer intern at Hill and Knowlton/Chicago who would very much like a similar spot with you next spring at The White House. Ms. Isaac will be a senior at Michigan State University in the fall. She would be very effective in media relations and has spoken briefly to Susan Mathis about a possible internship next spring.

Everyone that she has worked with here has been impressed with her performance. In their evaluations, they have indicated she is intelligent, eager, determined to succeed, highly presentable, articulate, honest and outgoing. She has an ability well beyond her years to communicate effectively with all levels and get the job done correctly in a short period of time with minimal direction. I personally saw that special something when I interviewed Ms. Isaac last December for the internship here. I offered her the position that same day.

Her resume is enclosed, and I would appreciate your giving her credentials serious consideration. Ms. Isaac would be an asset to your staff.

What should her next step be?

Best regards,



Robert L. Dilenschneider

RLD/mk  
Enclosure



LISA S. ISAAC  
5849 West Emerson Street  
Morton Grove, Illinois 60053  
(312) 967-5849

SCHOOL ADDRESS

1128 Victor Street Apt. 207  
East Lansing, Michigan 48823  
(517) 332-5810

OBJECTIVE

To obtain an internship at the White House; an outstanding opportunity to further prepare myself for a career in public relations.

EDUCATION

Michigan State University, East Lansing, Michigan.  
Expected date of graduation March, 1986.  
Major in Communication with an emphasis in Public Relations.

SKILLS AND ACCOMPLISHMENTS

- . Currently serving an internship at Hill and Knowlton Public Relations/Public Affairs firm, Chicago, Illinois. Am working on a wide range of major accounts. Have gained experience in dealing with professionals, have learned to communicate information through various media, become familiar with the different services a counseling firm offers, further developed my verbal skills, been involved in dealing with the daily pressures and deadlines and became more acquainted with the administrative operations of an agency.
- . Elected 1985-86 President of Michigan State Chapter of Public Relations Student Society of America. Requires excellent people skills and an outgoing personality to interest and involve both students and professionals in chapter activities.
- . Recently asked by the MSU Communications Department to be an undergraduate teaching assistant for a course in Persuasion, 1985 fall term. Chosen because of outstanding class performance and ability to relate to and converse with peers effectively.
- . Selected from over 100 applicants to represent residence hall as desk receptionist. Requirements -- a student who could deal with the public in a professional manner and represent the University to parents, faculty and students. Responsibilities included all aspects of dealing with people, telephone communication, solving daily problems, cash handling and mail distribution. Received letter of commendation from residence hall manager.
- . Assisted residence hall management in housing placement, solving problems in the office and responsible for handling large amounts of cash and covering for full-time office



personnel when called upon to do so.

- . Gave tours to prospective MSU students and their parents. Chosen because of my enthusiasm, knowledge of the University and the ability to express myself well.
- . Volunteer for charitable causes. Helped organize Red Cross Blood Drive and recruited donors. Raised money for and participated in the Multiple Sclerosis Dance for Strength.
- . Business skills include computer programming and applications, typing, excellent verbal and writing ability, switchboard and other general office skills.

#### EMPLOYMENT HISTORY

June, 1985 - present - Hill and Knowlton, Inc. Chicago, IL.  
Summer Internship.

Sept. 1983 - Sept. 1984 - Holden Hall, East Lansing, MI.  
Desk Receptionist and Office Assistant.

Jan. 1982 - Sept. 1982 - Viceroy Management, Lincolnwood, IL.  
Clerical Assistant

April 1979 - April, 1981 - Brusins Apparel, Morton Grove, IL.  
Stock Assistant and Sales

#### REFERENCES

Available on request

~~SECRET~~  
THE WHITE HOUSE  
WASHINGTON

Sept 5, 1985

C O P Y

NOTE FOR BILL HART

FROM: Connie Romero

For action





Robert L. Dilenschneider  
President  
Chief Operating Officer  
National Operations

**HILL AND KNOWLTON**

Hill and Knowlton, Inc.  
One Illinois Center  
111 East Wacker Drive, Suite 1700  
Chicago, Illinois 60601  
312-565-1200

# Rumsfeld's not-so-secret weapon

If Donald Rumsfeld decides to seek the presidency in 1988, a seasoned political pro named William I. Greener will be among the key players.

Greener, 61, who lives in Wilmette and is Rumsfeld's vice president for corporate relations with the Skokie-based G.D. Searle Co., is one of the shrewdest and wittiest public relations men in the business.

As deputy White House press secretary in the Ford administration and later as Jerry Ford's 1976 campaign press secretary, Greener consistently got much higher marks than his lackluster boss, Ron Nessen, an ex-NBC talking hairdo who was always feuding with his former news media colleagues.

During an overseas presidential flight, Greener pulled a prank on New York Times correspondent Jim Naughton by suggesting that one of the celebrated bores of the press corps give Naughton an exclusive briefing on a visit to the plane's cockpit. After suffering a 45-minute briefing, Naughton later got even with Greener on a trip to Cleveland by placing a live rooster in his hotel room.

In the White House, Greener improved the administration's relations with the press by citing what became known as "Greener's Law" to persuade Ford and other senior officials not to overreact to critical editorials or news reports: Greener's Law is "Never argue with a man who buys ink by the barrel."

Greener, a retired Air Force colonel, went on to become assistant secretary of defense and official Pentagon spokesman. A poll of the Pentagon press corps taken in 1979 by Armed Forces Journal ranked him as the "most effective" spokesman in more than 30 years.

When he tapped Greener as his chief spokesman in the 1976 campaign, Jerry Ford knew what he was doing. During Ford's first debate with Jimmy Carter, Greener quickly took advantage of the situation when the candidates' microphones went dead in a Philadelphia theater. Greener began making top Republican officials available to network correspondents and they all declared that Ford was winning the debate. By the time Carter's men discovered Greener's coup, it was too late. Partly because of

## Steve Neal

the Greener blitz, early polls indicated that Ford had "won" the first debate.

Although he turned down a campaign role in 1980, Greener has served as an occasional adviser to the Reagan administration. Among his former aides and proteges are White House press secretary Jim Brady and spokesman Larry Speakes. His son, William Greener III, is political director of the Republican National Committee.

For more than a decade, Greener has been Rumsfeld's spokesman, confidant and adviser. He is the former defense secretary's not-so-secret weapon.

When Rumsfeld was head of the Cost of Living Council in the Nixon administration, Greener was his spokesman. Later, when Rumsfeld was White House chief of staff during the Ford administration, Greener became deputy White House press secretary. And when Rumsfeld was named defense secretary in 1975, he persuaded Ford to appoint Greener an assistant secretary and chief spokesman.

The late Nelson A. Rockefeller, who was then vice president and no fan of Rumsfeld's, rushed into the Oval Office and tried to block Greener's transfer. "Rumsfeld has no right to take the man who, in my opinion, is your best contact with the press," Rockefeller told Ford. But Rumsfeld prevailed.

Greener, normally unflappable at press briefings, acknowledges that he has sometimes second-guessed himself. In 1972, during a brief stint at the Treasury Department working for John Connally, Greener had an anxiety attack when he responded to a question from a wire service reporter about an undersecretary's speech about U.S. gold policy.

Within a few minutes, Greener pulled a Reuters story about gold policy off the wire that quoted a "Treasury spokesman" and said gold had just dropped \$3 an ounce because of it. Greener spent the next 15 minutes making certain he had correctly interpreted the nation's policy. "I had," he recalls, "or I would have been out of government back then, instead of now."

## Perspective

A forum—ideas, analysis, opinion

Chicago Tribune, Thursday, August 15, 1985

Section 1 23

# PLATFORM

## CAN WE TALK?

"...CEOs talking to their employees and employees talking to their CEOs can make or break a company."

THE  
QUESTION  
FOR CEOs  
AND  
EMPLOYEES  
IN THE '80s



Remarks by **Robert L. Dilenschneider**, President and Chief Operating Officer, National Operations, Hill and Knowlton, Inc. before the International Association Of Business Communicators, May 21, 1985, The New York Hilton.

I've often thought of this city as a place of transcendental alertness. When I come to New York, about once a week, and when I'm circling LaGuardia, I think of how that quality is illustrated by an episode Sid Caesar relates in his hilarious and moving autobiography, "Where Have I Been?"

One night in the '50s, after a rehearsal, Caesar dines with his writers just a few blocks from here. In the middle of giving an order to the waiter, he goes out like a light. This was not unusual. His schedule was exhausting and at odd times he would tumble into a deep sleep. The writers were used to this, even though Caesar was now snoozing with his face in a bowl of cole slaw. Not wanting to tip off the other diners and determined to keep the episode out of the press, the writers start eating, as if all was normal. But they do more than that to preserve appearance. They improvise sketches around the slumped, sleeping Caesar as though preparing for Saturday's show. Just as dessert comes, Caesar awakes, sees the waiter, and completes the order he began 45 minutes before, saying, "... and I'll have the shoe-string potatoes."

Now I've dipped into the lunacies of New York life to try to make a vivid point. That being transcendental alertness is not only the character of this city but

a condition of doing business today—a condition that will determine who survives and who fails.

The guys who can improvise and who can adapt to situations will succeed. Those who can't, won't.

Those who can reach out to people will be the winners—and that means CEOs and senior managers below him. Those who can't will be the losers.

CEOs talking to their employees and employees talking to their CEOs can make or break a company.

I will get to that topic shortly, but first, let's look at some of the recent public relations or communications successes and failures in our profession.

Let's define success in terms of candor, alertness, and public acceptance—and failure as the opposite of those terms.

Under successes, I would put:

- Humana's detailed, responsive explanations of its three artificial heart transplants.
- I would list Danly Machine Corporation, which settled a bitter strike and continues operations in Cicero, Illinois by appealing to and getting the support of employees, the community, and the president of the



**T**oday's successes and failures don't happen in a vacuum. They're the result of yesterday's actions or inactions. They come from spotting or overlooking trends.

United Steelworkers against militants.

- And I would include the many corporations that prevented or controlled crises—and whose people were so good at it that those companies never made the news.

Now for the failures, which are easier to see for the opposite reasons:

- They include those managements that have neglected to develop a social and economic case against the takeovers that threaten them. They have not told the public how much corporate raids have cost us in jobs, basic research, and competitiveness.
- Another failure, related to the takeovers, is the inability of corporations to persuade more individuals to become stockholders. American business ownership is dominated by institutions. When takeovers occur, the institutions vote on how much they can make now. Individual owners would look for more than just immediate payback, so the thinking goes. Which is why corporations have courted them. But they still are failing to show the

average guy on the street the value of the stock-market.

- The city of Philadelphia is on the failure list for not acting against the radical MOVE group months ago and for overreacting when the time came for action. "A failure of planning," is how one ex-New York cop and now American University professor described it.
- And finally, include on the list of communications failures, the nuclear power industry and those Maryland S & Ls which last week were "totally confused"—to quote one top management source—about how to explain the limited deposit withdrawals to the public and how to implement them.

Today's successes and failures don't happen in a vacuum. They're the result of yesterday's actions or inactions. They come from spotting or overlooking trends.

Let me give you an example.

Four years ago, Joe Nolan wrote an article in *Public Opinion*, entitled "Business Beware: Early Warning Signs in the Eighties."

Let's compare his perceived 1981 trends with the 1985 facts.

**T**he fact is, many of the CEO's problems can be considerably eased if he starts a conversation with his employees, if he says,

Can we talk? If he does, that's the start of getting his employees behind him.

touch financial, personnel, marketing, and operational matters.

But he's reluctant to talk to people close to him. They know the business but he may not trust them or get candid answers from them. On the other hand, he may feel more comfortable with his Board but its members rarely have the feel for the company that insiders have.

- And finally, he may be a loner. Unable or unwilling to talk to anyone. He came out of sales, or production, or finance, and never learned how to deal with the interest groups inside and outside his company. He remains an economic man, far from being a social one.

As a result, he mumbles, and may be rude or just aloof. He flails his way through the business day, pursuing policies that intimidate employees, estrange customers, offend shareholders. Soon, he becomes a symbol of oppression and panic and there is the expected fallout in the market. Sales plummet, employees become tense sleepwalkers, a business publication like *Crain's* calls for the CEO's expulsion, state or federal lawmakers respond to his indifference to environmental matters.

In brief, those are the problems CEOs face—and the

problems some, not all, pose.

The fact is, many of the CEO's problems can be considerably eased if he starts a conversation with his employees, if he says, Can we talk? If he does, that's the start of getting his employees behind him.

Two things have to happen first.

The CEO must change himself—it has happened—or be succeeded by someone more sensitive.

Second, the CEO must recognize how current employee communication programs are failing.

You know, a lot of people are talking about crisis communications or damage control programs today. What is often neglected in those programs is the element that can be a key to avoiding crises or getting them under control. And that is the relationship you have with your employees.

Think about a company with 5,000 employees. Faced with a crisis, many of the 5,000 can and will help if they are sympathetic to management and the company. If they are apathetic or hostile, look out when it comes to a crisis.

John Naisbitt, the author of *Megatrends*, makes the point about how quickly things are moving today and that we are losing the human touch in our relationships with people.

**G**ood employee communications start with truth at the top. If you don't have that, you can have trouble below.

**M**any employees have no firm knowledge of the company's direction or goals, or its vision of the future. In the absence of such information, they draw negative conclusions."

This is certainly true inside corporations where we need better employee communications.

Better employee communications could avoid a lot of crises that can occur.

It can get lineworkers to pay more attention to their jobs.

It can make operational managers more sympathetic to the men and women on the line.

And it can give a CEO a real feel of what is going on in his company.

Good employee communications start with truth at the top. If you don't have that, you can have trouble below.

And this is what we have too often.

The fact is, while many businesses pay lip service to good communications with their employees, too many still don't practice what they preach. And that failure is often at the heart of a company's problems.

Too many companies remain reluctant to discuss with their employees the economic challenges facing their business. Their informal and formal communications are unfocused and often trivial and lag behind and contradict what is learned from the "grapevine."

This reluctance has two results.

First, it creates sullen or unmotivated employees—and a

subsequent drop in productivity. This keeps companies in the trough of mediocrity or sometimes actually pushes them over the brink of failure.

For example, here's what we said in a recent communications audit of a client:

"Many employees have no firm knowledge of the company's direction or goals, or its vision of the future. In the absence of such information, they draw negative conclusions."

Second, when a crisis convulses a firm, it is usually too late for senior management to appeal for help from employees and tell them the facts of life. Companies lacking credibility with their employees have no fund of goodwill or understanding to draw upon when they're under stress.

We can see how this plays out during negotiations for a new contract.

A company announces to the union the bad news it has glossed over publicly so that its stock won't be depressed. It talks about import competition, price cutting, high labor costs, the need to cut the workforce and wages—all the things it should have spoken about much, much earlier in its employee publications, but never did.

It's confident, though, that if it presents the facts now to the union and indirectly to the em-



**T**he number one managerial productivity problem in America is, quite simply, managers who are out of touch with their people and customers."

ployees, it will be enough and it will be believed. It isn't.

Both sides, the company and the union, think it's the old days, when both were bluffing, when they could call each other liars and then settle—and move from confrontation to cooperation.

But this time, the company is not bluffing, though the union thinks it is.

Meanwhile, at this stage, the employees may believe their company is beyond salvation, and, as a result, will support the union in rejecting additional concessions.

What's the outcome?

They may settle but it's a hostile environment.

Management won't communicate its real problems to its employees, so the environment can't support the productivity programs in the new contract.

The chances are, however, that there will be a strike—followed by a company closing. And both the company and union won't be able to figure out why it happened.

So there you have some of the failures of employee communications. What's being done about them?

A funny thing happened about five years ago. Some very smart guys began writing about the issue we've been talking about for years. But they didn't entitle their best sellers, "In

Search of Better Employee Communications" or "Theory E."

They not only came up with more profound or exotic names for their books but they saw that the failure of employee communications—the failure of executives to mix with and understand their workers—was at the heart of much of the American industrial woes. They understood that this common understanding was at the basis of innovation and customer service—the touchstones of a company's success.

*A Passion for Excellence, The Leadership Difference* is the latest work of Tom Peters, this time writing with Nancy Austin. A *Passion for Excellence*. Can you imagine if one of the gurus in our industry had the imagination a decade or more ago to write a book that tied the silence syndrome within American industry to its external problems?

Anyway, the authors talk about MBWA in their first chapter—Management by Walking Around. That's where communication begins. With a walk, not a brochure.

As Peters told the *Wall Street Journal* recently, "The number one managerial productivity problem in America is, quite simply, managers who are out of touch with their people and customers. The alternative doesn't come from computer printouts. It comes from wander-



**W**hat you must do now is walk in and reach that isolated CEO and get him involved in that first walk and talk with employees. When you have done that, you will have started the basic communication process.

ing around, directly sampling employees' environments."

In his first chapter, Peters quotes Stanley Marcus who says:

"The greatest problem American business faces is getting the boss back to work watching his customer and his product. Too many bosses are involved with long-range planning meetings. They are too busy playing golf, often to the point that they no longer know what the customer is saying, how he is being treated. They are not on the production floor enough to know how the product is being manufactured or how the buyers are stocking the stores. As a result, we have set ourselves up for a terrific pratfall."

So the CEO or senior manager relationship with employees starts with MBWA.

When you've got that, the next step is what I'll call MBTAL—Management by Talking and Listening.

Tatsuro Toyoda, head of the new GM-Toyota venture in Fremont, California, sits in the same cafeteria where the workers eat—as do all his senior managers. It's one element of that cooperation and mutual respect between union workers and management that he is stressing.

And then, after your walks and talks, you can get to your publications in which internal messages are consistent with external ones.

So the problems are clear in employee communications and the solutions are available.

Where are you, the business communicators, in this scenario?

For years, you were voices crying in the wilderness. Then along came the authors of *In Search of Excellence*, *The Change Masters*, *Theory Z*, *The Art of Japanese Management*, *Creating Excellence* and other books. They took your message and finally got it through the doors of the executive suite.

What you must do now is walk in and reach that isolated CEO and get him involved in that first walk and talk with employees. When you have done that, you will have started the basic communication process.

I realize it is not easy. But I believe it is much easier today to get our message across to CEOs than it was a decade ago before adverse events forced top management to listen to new ways to do things.

It's no secret that one of our most popular business leaders today is a great communicator. What Lee Iacocca says about communication in his autobiography is something every CEO should pore over.

"The most important thing I learned in school was how to communicate," he writes. "Miss Raber, our ninth-grade teacher, had us turn in a theme paper of

500 words every Monday morning. Week in and week out, we had to write that damn paper. By the end of the year, we had learned how to express ourselves in writing."

- Iacocca also joined the debating club. "That's where I developed my speaking skills and learned how to think on my feet."
- In ninth grade, he ran and won the high school presidency—and then lost it in the second semester because, he said, he started acting like a snob. "I hadn't learned yet what I know now—that the ability to communicate is everything."
- "Years later," he writes, "when my kids asked me what courses to take, my advice was always to get a good liberal arts education."
- Managers, he says, must have intuition and the ability to motivate. "The only way you can motivate people is to communicate with them."
- And managers, he goes on, must know how to listen because that also motivates people. "Right there," he says, "that's the difference between a mediocre company and a great company."

- And finally, "you've got to know how to talk to people, plain and simple."

Lee Iacocca saved one company because he understood that communications is not an aspect of leadership—it *is* leadership.

Now it's up to the rest of us to help all the other companies out there.

If we make sure that there's truth at the top and that it gets down below, if we remember the process contains three little words, "Can We Talk", we will.

Thank you for letting me share some thoughts with you this morning.

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