

# About the Cover

## The Power of Celebrity

In the 21st century, celebrity rules.

Worldwide organizations, as diverse as Nike with NFL activist Colin Kaepernick to Guess with Instagram megastar Chiara Ferragni to Weight Watchers International with rapper DJ Khaled to all those assorted goods endorsed by various Kardashians, have found that using known personalities as public relations spokespeople sells products and services.

One such company was the Belgian fashion brand Kipling, a 130-year-old maker of handbags and backpacks. When Kipling launched a 2018 marketing expansion, it decided to focus its campaign on QVC, the American cable, satellite, and broadcast television shopping network, and chose as its spokesperson, the lovely and talented (not to mention, related!) NBC–television personality Raina Seitel. The Kipling QVC initiative (thankfully!) was a great success.

The public relations impact of personalities and celebrities and much, much more will be discussed in detail in this 14th edition of *The Practice of Public Relations*.

A handwritten signature in black ink that reads "Raina Seitel". The signature is written in a cursive, flowing style.



FOURTEENTH EDITION

# The Practice of PUBLIC RELATIONS

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## Dedicated to

The world's greatest grandson and my superior officer,  
**Hunter R. Gittlin.**



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## Foreword



David Rockefeller (Photo courtesy of Virginia Sherwood)

Opaque, confused, and inadequate communications by business and financial leaders characterized both the response to the 2008 financial crisis and the dizzying descent into global economic recession, as well as the subsequent effort to recover and rebuild. Unfortunately, their political brethren did not do a much better job and sowed confusion rather than enlightenment in the years since. As a result, all institutions are under unprecedented stress and scrutiny, and the level of public dissatisfaction with both the private sector and government is at very high levels.

As Fraser P. Seitel shows in this text, good public relations will not solve these problems, but the dissemination of principled policies by seasoned professionals will allow the rest of us to understand the basic issues and lead to the formulation of more appropriate and effective policies.

Regaining and maintaining public confidence is essential as we move forward. But saying it and doing it are two different things. For students, and even for professionals who have worked in the field for some time, *The Practice of Public Relations* is an excellent place to start. Seitel bridges the gap between theory and practice in a compelling and vivid way. His use of case studies, interviews, news photos, and other techniques, as well as his humorous and lucid text, brings the process brilliantly to life.

Leaders in the public, private, and not-for-profit sectors have learned from painful experience that they should rely on their public relations counselors for cogent advice on strategy and policy as well as communications. I learned to trust Mr. Seitel's instincts and abilities long ago when I was the chair and chief executive officer of The Chase Manhattan Bank.

For those who are working to restore and enhance the capacity of our institutions and their leaders to deal honestly and effectively with the public, this book will provide useful and essential guidance.

—David Rockefeller

*David Rockefeller, who died in 2017 at the age of 101, was one of the most influential figures in the history of U.S. business, finance, and philanthropy. He was considered by many to be "America's last great business statesman." Over four decades, Mr. Rockefeller served as an executive with The Chase Manhattan Bank, joining as assistant manager in the foreign department in 1946 and retiring in 1981, after 11 years as chair and CEO. During the 101 years of his life, Mr. Rockefeller met hundreds of world leaders and traveled around the globe many times. After retirement from Chase, Mr. Rockefeller continued to stay active, with wide-ranging interests and involvement in the fields of international relations and civic affairs. He was the last remaining child of John D. Rockefeller Jr., who hired Ivy Lee in 1914 as the first modern-day public relations counselor. For nearly 50 years, it was your author's great privilege and honor to consider David Rockefeller as a close colleague and cherished friend. Mr. Rockefeller authored this Foreword for the prior edition of *The Practice of Public Relations* in 2015. His words are as relevant today as they were then.*



# Preface

## New to This Edition

The major changes in the 14th edition are as follow:

- Eleven new, full cases featuring the most current and relevant topics in the industry, including:
  - Harvey Weinstein sexual harassment scandal
  - Presidential election of Donald Trump
  - Chobani's battle with a conspiracy theorist
  - United Airlines' passenger dragging crisis
  - Garrison Keillor's #MeToo moment
  - America's first "tweeting" President
  - NFL's kneeling controversy
  - Senator Al Franken's undoing
  - Starbucks' diversity dilemma
  - Victimized by a pedophile doctor
  - Rise of the *Black Panther*
- Continuing emphasis on ethics with 16 brand-new ethics mini-cases, including:
  - Harvard rejects Chelsea Manning
  - New York Yankees expand safety netting
  - School shootings and gun control
  - Equifax hacking embarrassment
  - Fall of an anti-Trump comic
  - Dallas Cowboys deal with domestic violence
  - Britain's red-faced boat naming
  - Confronting fake news
  - YouTube star's suicide stunt
  - Delta goes easy on Eazy E
  - The "Mooch's" hot minute
  - Cam Newton's sexist comments
  - Volkswagen's shameful actions
  - Schneiderman hoisted on his own petard
  - A community foundation's come down
  - *The Simpsons* go on diversity defense
- A new chapter on "Diversity Relations," addressing society's expanding focus on equal treatment of minorities, discrimination in the workplace, sexual harassment, and other issues related to an increasingly diverse population. As the importance of dealing with diversity in the 21st century has increased, so, too, has the challenge to every organization of steering a positive community relations course through the shoals of controversy.

### CASE STUDY When Being United's CEO is a Real "Drag"

Maybe Oscar Munoz should have gotten the message in October 2015 when, at the age of 56 and on his 38th day as CEO of United Airlines, he suffered a massive heart attack. Embarrassed by the national publicity, United sought to bury the controversy but wasn't helped by its competitors. Delta Airlines tweeted in response, "Flying Delta means comfort. That means you can wear your leggings." United wasn't amused.

### CASE STUDY Axing a Beloved Prairie Home Companion

The sexual harassment/MeToo tidal wave of 2017, begun by radio host. The show took place in Keillor's imaginary little hometown of Lake Wobegon, where everybody knew everybody else. A *Prairie Home Companion* was "sponsored" by good old Powder Mille eye Guy Noir, embarrassing—and good-natured and d than a radio person that the program originated, at the

### CASE STUDY The Election that Shook the World ... and Tested Public Relations

The U.S. Presidential election of 2016 was one for the ages. A brash, bombastic, real estate developer, Donald Trump, with no political background whatsoever came out of nowhere to defeat a wily, well-financed, professional politician, Hillary Clinton, to become the 45th President of the United States. fills commuting flight linking Boston, Washington, and New York, was converted by Trump into a lavishly appointed experience, complete with chrome seat belt latches and gold-colored bathroom fixtures. The whopping cost the new owner paid for such non-essential items help drive the Trump Shuttle into the ground, and in four years it was gone. Trump Steaks was launched in 2005, with its founder dubbing the premium meats, "the world's greatest." Apparently not. Trump Steaks, distributed through the Sharper Image stores, never sold. In 2012, Trump Steakhouse in Las Vegas was closed down for 51 health code violations. And the steak line was discontinued. Trump Vodka was launched in 2006, with its namesake

### A QUESTION OF ETHICS

#### The One Evil Public Opinion Can't Stop

In February 2018, the United States was once again shaken by an occurrence that had become all too frequent in the richest nation in the world—helpless students shot and killed at school. The Parkland murders followed similar mass shootings at a Las Vegas concert and a Texas church in 2017, a Florida nightclub in 2016, and a Colorado theater and a Connecticut elementary school in 2012, the latter where 20 children were among those slaughtered.

### A QUESTION OF ETHICS

#### Burson Fumbles Facebook Flap

As noted, there is no more respected individual in the practice of public relations than Harold Burson. The agency he founded, Burson-Marsteller, has a long and proud tradition of ethical practice. (Your author, himself, is a proud alumnus of the firm.)

But in the spring of 2011, Burson-Marsteller was caught red-handed in an embarrassing scheme to make a client's competitor look bad. The fact that the client was Facebook and the competitor was Google—two of the most powerful names in the social media world—only added to Burson's

### A QUESTION OF ETHICS

#### Harvard Disinvites a Leaker

No matter where you work—company, government body, trade association, sports team, or academic institution—the practice of public relations looms large.

Consider what happened at Harvard, one of the world's most prestigious universities, in the fall of 2017.

Harvard's Kennedy School of Government is a well-respected haven for political leaders to study, deliberate, and debate the most pressing issues of the day. Each year, the Kennedy School invites a new list of Visiting Fellows to join its Institute of Politics to meet regularly with like-minded scholars. Among those honored as part of the class of 2017 Visiting Fellows—along with President Trump's former press secretary Sean Spicer and former



- Every chapter begins with a contemporary issue relating to the chapter content—from the spread of the #MeToo movement to the fake news attacks on traditional journalism to Oprah Winfrey’s presidential aspirations.
- Updated “Public Relations Bookshelf” features the most current public relations literature—published over the past decade—as well as one new contemporary “Pick of the Literature” per chapter.
- Updated “From the Top” interviews with today’s top authorities in the worlds of management, media, and academia, including crisis counselor extraordinaire Michael Sitrick and the first “fake news interview” with an absent Trump Press Secretary Sarah Sanders.

## The Art of PR

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Public Relations is a uniquely practical art. From interpreting management positions to the media to drafting social media messages via Twitter or Facebook to counseling clients in crisis—the public relations professional must be a consummate strategist and accomplished tactician. *The Practice of Public Relations*, 14th Edition provides the philosophical foundation and pragmatic knowledge that enables students to confront the complex challenges and contemporary cases of the day with the competence, confidence, and critical thought that 21st century public relations demands.

## Solving Teaching and Learning Challenges

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This book has been around for a good while, as have I.

Public relations continues to be a practice that is “contemporary” in every respect: new research findings, new communication methods, new social media communication techniques, and constantly changing case studies. Stated another way, a text like this one can’t afford to rest on its laurels. It has to keep up to remain current.

In that context, your author is fortunate to continue to spend each day engaged in the practice of public relations, as a teacher and working consultant, with real clients, who demand real public relations counsel and occasionally find themselves in real crises.

This helps keep the text fresh and up-to-date and practically grounded, so that events and innovations can be approached in proper public relations context. For example, in the final years of the second decade of the 21st century, society has been dominated by a handful of hot-button issues, among them diversity, sexual harassment, fake news, and last but not least, Donald Trump. With respect to all these topics, we’ve tried here to take an “objective” stance, focusing exclusively on the ramifications for public relations.

Alas, given how polarized 21st century society has become, it is no easy task to try to treat objectively such phenomena as Starbucks’ revised store access rules or the #MeToo movement or the NFL kneeling policy or President Trump. But the hope here is that this book might help stimulate open-minded and nourishing classroom discussion about the significant public relations implications of these and other similarly-provocative issues.

To accomplish that—and support instructors in encouraging students to think independently about converting public relations theory and principle into effective practice—this 14th edition of *The Practice of Public Relations* provides the theoretical underpinnings, strategic approaches, and tactical considerations that need to be applied in confronting the contemporary cases that the book features.

Above all, public relations responses and relationships must be based on the single concept of *doing the right thing*. Indeed, acting *ethically* lies at the heart of the solutions for the more than three dozen case studies that this edition presents.

The field remains, at heart, a personal, relationship-oriented practice, demanding experienced judgment, and finely honed interpersonal communications skills. And so, this 14th edition of *The Practice of Public Relations* places its emphasis on the principles, processes, and practices that lead to building positive relationships in a 24/7 communications environment.

This contemporary, real-life approach is intended to increase student enthusiasm for public relations study and practice. The strength of this book continues to reside in its application of theory to real-life practice, including:

- **Social Media Chapter**

As in so many other lines of work, mastering social media has become a key tool for public relations practitioners to engage in “direct conversations” with public relations publics. Public relations professionals must understand the communications opportunities and limitations of mobile and tablets; Facebook, Twitter, YouTube, Instagram, Snapchat, blogs, podcasts, and all the rest.

No public relations textbook offers a more comprehensive discussion of social media than the 14th edition of *The Practice of Public Relations*.

- **Expanded Diversity Chapter**

The importance of diversity in the workplace and society-at-large is discussed in depth in a revitalized Diversity Relations chapter. The public relations profession plays a significant role in building relationships with diverse publics. This chapter explores that role with respect to women, African Americans, Latinos, LGBTQ individuals, senior citizens, immigrants, and all the other constituents who form broader society.

- **Refortified Emphasis on Ethics**

Proper public relations practice must be underpinned by a strong sense of ethics. The principle of *doing the right thing* is what should distinguish the practice of public relations.

This edition of *The Practice of Public Relations* focuses on the ethical base that provides the theoretical foundation of effective communications and public relations.

The book’s introductory chapters place significant attention on how an understanding of and facility with communications research, theory, and public opinion can be applied to strategic public relations planning and creation of believable and persuasive messages.

Also included in each chapter is a mini-case: “A Question of Ethics.” These cases bring to life the ethical dilemmas that confront professional public relations practitioners on a daily basis.

- **New Contemporary Cases**

Public relations practice confronts an ever-changing landscape of problems and opportunities. It is imperative, therefore, that a textbook in the field keep current with the most contemporary examples of the good, the bad, and the ugly in public relations work.

This 14th edition does so by chronicling the most important contemporary public relations cases—from Hollywood’s Harvey Weinstein and the evolution of the #MeToo movement to the NFL’s fumbling attempt to deal with athletes kneeling during the national anthem to Starbucks’ racial sensitivity crisis to the global success of the *Black Panther* movie.

In addition to the new, contemporary cases and the expanded social media discussion, unique elements in the 14th edition include:

**CASE STUDY** • Axing a Beloved Prairie Home Companion

The sexual harassment/MeToo tidal wave of 2017, begun by Harvey Weinstein's reprehensible actions, swept away scores of household celebrities in the arts, media, government, and business. One of those caught up in the Weinstein aftermath was National Public Radio's Garrison Keillor. The accusations against Keillor, his response to them, and the eventual end result were far different and more subtle than those involved in the Weinstein case. Here's a recap.

**NPR's Brightest Star**

For four decades, Garrison Keillor held forth as NPR's brightest star. As the avuncular host of NPR's most popular program, *A Prairie Home Companion*, Keillor presided over a weekly old-fashioned, homespun variety program of song, satire, sound effects, and nostalgic good humor. It was heard by 4 million listeners a week on 700 public radio stations.

Keillor was a storyteller, humorist, author, voice actor, and astute grammarian, all rolled into one creative, non-threatening radio host. The show took place in Keillor's imaginary little hometown of Lake Wobegon, where everybody knew everybody else. *A Prairie Home Companion* was "sponsored" by good old Powder Milk Biscuits and Ketchup. Its stars included private eye Guy Noir, a detective, voiced by Keillor, who got into embarrassing—and often very funny—situations. The humor was good-natured and harmless, and its host was more a trusted friend than a radio personality. It was not an overstatement to conclude that the program put Minnesota Public Radio (MPR), from which it originated, at the top of NPR's offerings from 1974 to 2016.

As proof of the high esteem in which Keillor was held, he and his show were parodied on *The Simpsons* and *Saturday Night Live*, and he was the subject of pop songs and book parodies. In 2006, Robert Altman directed a feature film, *A Prairie Home Companion*, starring Keillor as himself and an all-star cast including Meryl Streep, Lily Tomlin, Woody Harrelson, Tommy Lee Jones, Kevin Kline, and Lindsay Lohan (Figure 6-7).

One magazine profile called Keillor "a genius," reminiscent of Mark Twain. But, despite such accolades, Keillor, true to his

**NEW! CONTEMPORARY PUBLIC RELATIONS CASES**, many ripped from today's headlines to give students a feel for handling the hottest public relations issues of the day. Such real-life cases as Chobani's battle with conspiracy theorist Alex Jones, NPR icon Garrison Keillor's #MeToo confrontation, Michigan State University's and USA Gymnastics' dilemma with pedophile Dr. Larry Nassar, and United Airlines handling of a passenger dragged off a plane are all offered up as case study food-for-thought in the 14th edition.

**NEW! PR A QUESTION OF ETHICS MINI-CASES**, which highlight the ethical challenges that public relations professionals face on a daily basis—from Harvard's rejection of Chelsea Manning to the embarrassing hacking of customer information from Equifax to YouTube personality Logan Paul's disastrous video of a suicide victim.

**A QUESTION OF ETHICS** • Burson Fumbles Facebook Flap

As noted, there is no more respected individual in the practice of public relations than Harold Burson. The agency he founded, Burson-Marsteller, has a long and proud tradition of ethical practice. (Your author, himself, is a proud alumnus of the firm.)

But in the spring of 2011, Burson-Marsteller was caught red-handed in an embarrassing scheme to make a client's competitor look bad. The fact that the client was Facebook and the competitor was Google—two of the most powerful names in the social media world—only added to Burson's dilemma (Figure 2-6).

It all started when two Burson staff members—both former journalists—approached daily newspapers and bloggers about authoring articles critical of a feature on Google's Gmail service called "Social Circle." The social media feature, said the Burson representatives, was guilty of trampling the privacy of millions of users and violating federal fair trade rules.



**NEW! DIVERSITY RELATIONS** chapter, focusing on the importance of diversity in the workplace and the broader society. Specific minority publics are discussed, and contemporary cases in diversity explored.

**FROM THE TOP** • An Interview with Michael Strick



Photo: Michael Strick

executive or even corporation, taking steps to correct the wrongdoing and then put in place steps to ensure, as much as humanly possible, it cannot happen again.

**How can a communications department help build reputation?**

Before getting to the communications department's role, it is important to point out that in most situations, the lawyers must be involved in crisis communications issues and that the communications effort must be coordinated closely with them. In fact, in most cases the lawyers are the field marshals, as more often than not legal issues are involved. Having said that, communications departments are key in helping to build and restore reputations. The people in the communications departments know their company, their management, and employees; they know the company's customers, suppliers, etc. Crisis management though, is a specialty. A lot of people say they

**Michael Strick** is perhaps the nation's most well-known crisis manager, handling many of the nation's most prominent crises. He is chairman and CEO of Strick And Company, a strategic communications firm famous for handling high-stakes, bet-

**NEW! FROM THE TOP** interview with one of the industry's leading crisis managers, Michael Strick, as well as a tongue-in-cheek—but fair-minded—"Fake News Interview" with White House Press Secretary Sarah Sanders, who turned down an interview request. These complement real-life interviews with President Obama's former press secretary and current United Airlines communications director Josh Earnest; legendary public relations counselors Harold Burson, Howard Rubenstein, and Richard Edelman; former Johnson and Johnson communications director Ray Jordan; and three late icons, management guru Peter Drucker, *USA Today* founder Al Neuharth, and Edward Bernays, one of the "fathers" of public relations. Every case is designed to test student application of the theories discussed in solving real-world challenges.

**NEW! FYI** features that expose off-line curiosities that make the practice of public relations such a fascinating art form.

**FYI** • Interpreting a Sensitive, Sexual Issue

In May 2015, approximately 17 million viewers tuned in to watch an ABC-TV interview.

Bruce Jenner, a former U.S. Olympic decathlon gold medalist, told 20/20 interviewer Diane Sawyer and a worldwide audience his journey to becoming a woman. Jenner, father of six who was formerly married three times—the last to reality star and Kardashian clan matriarch, Kris—announced to one and all that he considered himself a transgender woman (Figure 1-4).

Jenner's announcement, which had been the subject of media speculation for months, attracted one of the biggest audiences in 20/20 history and drew 972,000 tweets. While some criticized the Olympic hero for maximizing the publicity of what should have been a private decision—Jenner also agreed to be the subject of a reality show following her transition—others commended her for bringing national attention to the transgender issue.

Adding to the intrigue was that Jenner also acknowledged others in Hollywood. The leader of the Log Cabin Republicans, a gay and lesbian conservative Republican group, congratulated Jenner "in the tremendous courage he [sic] demonstrated" and for "being true to himself [sic] both in terms of his [sic] personal identity as well as his [sic] political identity."

Jenner, herself, vehemently protested that her interview with Sawyer "was not a publicity stunt." Indeed, Jenner's candor and straightforwardness in the two-hour interview with Sawyer qualified as the first "interpretation" of the transgender world to many of the millions viewing.

**Questions**

1. Do you think it was a wise idea for Caitlyn Jenner to choose ABC-TV for her announcement?
2. What other options might you have suggested for annou-

**NEW! PUBLIC RELATIONS BOOKSHELF AND PICK OF THE LITERATURE** features, encompassing the most comprehensive, post-2008 bibliography in public relations literature.

**NEW! NEWS PHOTOS**, taken straight from the news wire, add a real-life feel to this edition that isn't found in any other textbook.

#### PICK OF THE LITERATURE

##### Rethinking Reputation: How PR Trumps Advertising and Marketing in the New Media World

Fraser P. Seitel and John Doorley. New York: Palgrave Macmillan, 2012

One outstanding educator and another person critique how a social media-dominated society with declining journalistic societal standards impacts the quest for credibility. The authors demonstrate how public relations can help build successful enterprises, even with a minimum of advertising support. The book focuses on real-life cases, including student designers of a successful footwear company who market themselves through networking, Facebook, and Twitter; Merck CEO Roy Vagelos, who developed a cure for river blindness and ensured the drug was made available where needed for free; and Exxon-Mobil, which resurrected its reputation through on-the-ground meetings with critics and a more accessible public relations posture. The book also reviews the new 21st-century public relations realities, in which even "taking the low road" can lead to success, as in the cases of Donald Trump (before he was elected), Al Sharpton, Nancy Grace, and Dominic Strauss-Kahn. They forcefully argue, though, that "taking the high road," à la Paul Volcker and T. Boone Pickens, is eminently preferable. Worth buying, if for no other reason than one of the authors needs the money!

Based on Fraser P. Seitel and John Doorley, *Rethinking Reputation* (New York: Palgrave Macmillan (2012): 187-189.

All of these elements add not only to career-building but also to the excitement of this book. So, too, does the full-color format that underscores the liveliness, vitality, and relevance of the field.

## Unique Perspective

Clearly, *The Practice of Public Relations*, 14th Edition, isn't your grandma's PR textbook.

This book is a lot different from other introductory texts in the field. Its premise is that public relations is a brutally practical field, whose emphasis is on doing the work—counseling, writing, promoting, and dealing with constantly changing circumstances. The extensive explanation of diversity relations and social media and their application to public relations practice are unique in public relations textbooks.

Although other texts may steer clear of the contemporary major cases, perplexing ethical mini-cases, thought leader interviews, "how to" counsel, and the public relations conundrums that force you to think, this book confronts them all. Admittedly, some of the issues discussed here are difficult ones. But if public relations students are to be prepared for the real world of the 21st century, these are the kinds of issues they will confront. So, *The Practice of Public Relations*, 14th Edition doesn't shy away from introducing them.

It is, if you'll forgive the vernacular, an *in-your-face* textbook for an *in-your-face* profession.

Most important, *The Practice of Public Relations*, 14th Edition, is built around the technical knowledge of theory, history, process and practice, judgment skills, and personal relationships that underlie public relations practice and will be so essential in building the trust and respect of diverse communities in the 2020s and beyond.

Happy reading, and thanks again for buying the book.

## Developing Career Skills

The overriding focus of this book is to introduce the philosophical underpinnings and provide the technical skills necessary to become a successful professional in the practice of public relations. The essence of public relations is communicating collaboratively to build a mutually beneficial relationship. Among the unique aspects in terms of career-building are the following five critical skills:

- **Communications**

The essential skill of public relations practice is communications. Chapter 3 introduces and elaborates on the communications process. Chapters 15 and 16 translate that process into tactical strengths.

- **Business Ethics and Social Responsibility**  
Ethics is the great differentiator in the practice of public relations; public relations professionals must always emulate and counsel ethical behavior. The importance of acting ethically is reinforced in every chapter by contemporary “A Question of Ethics” cases. In addition, Chapter 6 is devoted to Ethics, and Chapter 13 addresses the related issue of Social Responsibility.
- **Critical Thinking**  
Public relations professionals confront complex challenges that demand critical thinking in considering alternative solutions and ethical pathways that lead to effective communication. Contemporary case studies at the conclusion of every chapter are designed to test critical thinking skills. Chapter 17, which discusses the bedrock public relations skill of Crisis Management, also deals throughout with critical thinking.
- **Collaborative Solutions**  
Public relations practitioners must work collaboratively with other organizational professionals to be effective. Internally, public relations professionals must have a keen understanding of the challenges incumbent on colleagues in management, discussed in Chapter 5; the law, discussed in Chapter 7; marketing, discussed in Chapter 17; and the employee public in general, discussed in Chapter 11. Externally, public relations professionals must work collaboratively with the media, discussed in Chapter 9; social media, discussed in Chapter 10; government representatives, discussed in Chapter 12; the community, discussed in Chapter 13; and the international community, discussed in Chapter 14.
- **Knowledge Application and Analysis**  
Finally, public relations practitioners must be equipped with a comprehensive knowledge of the field’s history and the theory that underpins it, discussed in Part I; the preparation and process necessary for effective public relations work, discussed in Part II; the primary publics with whom public relations professionals must interact, discussed in Part III; and the analytical skills and tactical requirements that must be applied for successful performance, discussed in Part IV.



## Instructor Teaching Resources

At the Instructor Resource Center, [www.pearsonhighered.com/irc](http://www.pearsonhighered.com/irc), instructors can easily register to gain access to a variety of instructor resources available with this text in downloadable format. If assistance is needed, our dedicated technical support team is ready to help with the media supplements that accompany this text. Visit <https://support.pearson.com/getsupport> for answers to frequently asked questions and toll-free user support phone numbers.

Supplements available to instructors at <a href="http://www.pearsonhighered.com">www.pearsonhighered.com</a>	Features of the Supplement
<b>Instructor's Manual</b> authored by James A. Lingwall	<ul style="list-style-type: none"> <li>• Teaching Notes</li> <li>• Teaching Outline</li> <li>• Solutions to all questions and problems in the book</li> </ul>
<b>Test Bank</b> authored by James A. Lingwall	1,200 multiple-choice, true/false, short-answer, and essay-type questions with these annotations: <ul style="list-style-type: none"> <li>• Correct Answer</li> <li>• Difficulty level (1 for straight recall, 2 for some analysis, 3 for complex analysis)</li> <li>• Type (Multiple-choice, true/false, short-answer, essay)</li> <li>• Learning Objective reference</li> <li>• Applicable Skill (Concept / Application)</li> <li>• AACSB learning standard (Written and Oral Communication; Ethical Understanding and Reasoning; Analytical Thinking; Information Technology; Interpersonal Relations and Teamwork; Diverse and Multicultural Work; Reflective Thinking; Application of Knowledge)</li> </ul>
<b>Computerized TestGen®</b>	TestGen allows instructors to: <ul style="list-style-type: none"> <li>• Customize, save, and generate classroom tests</li> <li>• Edit, add, or delete questions from the Test Item Files</li> <li>• Analyze test results</li> <li>• Organize a database of tests and student results.</li> </ul>
<b>PowerPoints</b> authored by Christy Ashley	PowerPoints meet accessibility standards for students with disabilities. Features include, but not limited to: <ul style="list-style-type: none"> <li>• Keyboard and Screen Reader access</li> <li>• Alternative text for images</li> <li>• High color contrast between background and foreground colors</li> </ul>

## Acknowledgments

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The 14th edition of *The Practice of Public Relations* owes much to a multitude of talented professionals who have helped immeasurably in the evolution of this work.

First and foremost, there is a reason the Pearson publishing empire towers above the field, the competence of its dedicated practitioners. In the case of this book, four Pearson stalwarts, in particular, assured that your author was “kept honest” in his meanderings through the public relations thicket. Kelly Murphy, Ana Diaz-Caneja, Bhanuprakash Sherla, and Sugandh Juneja performed magnificently in steering the editorial ship. And we were all led, once again, by the steady hand of our captain, Neeraj Bhalla.

I am also most grateful to the busy communications leaders who agreed, once again, to be interviewed for this text. In particular, Michael Sitrick, the dean of public relations crisis managers, was generous with his time for a new interview.

I also owe great gratitude to the following learned reviewers for providing valuable feedback:

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And finally, there is the important director behind the scenes, who is primarily responsible for my every move, my boss, Hunter R. Gittlin.

Thank you all so very much.



## About the Author



**Fraser P. Seitel** is a veteran of five decades in the practice of public relations, beginning, he claims, “as a child.” In 2000, *PR Week* magazine named Mr. Seitel one of the *100 Most Distinguished Public Relations Professionals of the 20th Century*.

In 1992, after serving for a decade as senior vice president and director of public affairs for The Chase Manhattan Bank, Mr. Seitel formed Emerald Partners, a management and

communications consultancy, and also became senior counselor at the world’s largest public affairs firm, Burson-Marsteller.

Mr. Seitel has been a regular guest on television and radio, appearing on a variety of programs on the Fox News Network and CNN, ABC’s *Good Morning America*, CNBC’s *Power Lunch*, as well as on MSNBC, Fox Business Network, the Fox Radio Network, and National Public Radio.

Mr. Seitel has counseled hundreds of corporations, hospitals, nonprofits, associations, and individuals in the areas for which he had responsibility at Chase—media relations, speech writing, consumer relations, employee communications, financial communications, philanthropic activities, and strategic management consulting.

Mr. Seitel is an internet columnist at [odwyerpr.com](http://odwyerpr.com) and a frequent lecturer and seminar leader on communications topics. Over the course of his career, Mr. Seitel has taught thousands of public relations professionals and students. For more than a decade, Mr. Seitel has been an adjunct professor in public relations at New York University.

After studying and examining many texts in public relations, he concluded that none of them “was exactly right.” Therefore, in 1980, he wrote the first edition of *The Practice of Public Relations* “to give students a feel for how exciting this field really is.” In four decades of use at hundreds of colleges and universities, Mr. Seitel’s book has introduced generations of students to the excitement, challenge, and uniqueness of the practice of public relations.

