Four Models of Communication

- Press Agent/Publicity Model
- Public-Information Model
- Two-Way Asymmetric Model
- Two-Way Symmetric Model
Press Agentry/Publicity Model

- **Purpose:** Propaganda
- **Communications:** 1-Way, Complete Truth NOT Important
- **Model:** Source → Receiver
- **Research:** Little
- **Example:**
- **Used Today:** Athletic events, Theatre, Product Promotion
Public Information Model

- **Purpose:** Spread Information
- **Communications:** 1-Way, Complete
  Truth IS Important
- **Model:** Source → Receiver
- **Research:** Little
- **Example:**
- **Used Today:** Governments, Business and Non-Profits
Two-Way Asymmetric Model

- **Purpose:** Scientific Persuasion
- **Communications:** 2-Way, Unbalanced Effects
- **Model:** Source → Receiver ← Feedback
- **Research:** Formative; Evaluate Attitudes
- **Example:**
- **Used Today:** Competitive Businesses, Agencies
Two-Way Symmetric Model

- **Purpose:** Mutual Understanding
- **Communications:** 2-Way, Balanced Efforts
- **Model:** Group → Group ← Feedback
- **Research:** Formative: Evaluate Understanding
- **Example:**
- **Used Today:** Regulated Businesses, PR Agencies, Associations
The co-orientation model

Organization’s definition and evaluation of an issue

Stakeholder A’s definition and evaluation of an issue

UNDERSTANDING

AGREEMENT

CONGRUENCY

ACCURACY

Organization’s perception of Stakeholder A’s views

Stakeholder A’s perception of organization’s views

Four Key Linkages

- Enabling Linkages
- Functional Linkages
  - Input linkages
  - Output linkages
- Normative Linkages
- Diffused Linkages
Enabling Linkage

- Organization could not exist without this linkage
  - Authorities
  - Shareholders
  - Legal System
Functional Linkage

- Linkage that give input and take output

Input Linkage
- Employees
- Unions
- Suppliers

Output Linkages
- Customers
- Other organizations
- Individual consumers
Normative Linkage

- Organizations that have common problems or similar values
  - Membership organizations
  - Professional groups
  - Associations
Diffused Linkage

Elements in society that are not clearly identified as a formal member of organization

▲ Environmentalists
▲ Community Residents
▲ Media
▲ Other Publics
Identifying Organization’s Linkages to Stakeholders

- Who are organization’s stakeholders?
  - No general group, but identified by common problem
  - Vary from case to case
  - Dependent on what organization does and how other individuals and organizations react to organization’s behavior

- Key: What consequences of organization’s activities will have on its stakeholders and how do these consequences affect each other?