

Cambridge capsules

Bernays to lecture in Washington

The "father of professional public relations," Dr. Edward L. Bernays, of Cambridge will be the subject of a "Self-Portrait Lecture" at the National Portrait Gallery in Washington, D.C., on May 22.

The Self-Portrait Lecture Series, inaugurated in 1978, presents an opportunity for individuals of exceptional distinction from all areas of achievement to reflect on their lives and accomplishments—accomplishments which have had a major impact on American life. Among those who have already shared the highlights of their lives with audiences at the National Portrait Gallery are Olympic gold medal winner Jesse Owens, medical pioneer Dr. Karl Menninger, Nobel Prize-winning author Isaac Bashevis Singer and, more recently, venerable theatrical author and director George Abbott, playwright and politician Clare Boothe Luce and noted correspondent William L. Shirer.

The founder of public relations as a recognized profession, Edward L. Bernays in 1923 wrote the first book on the subject, "Crystallizing Public Opinion," in which he laid down the principles, practices and ethics of the profession. In that same year, he gave the first course on public relations at New York University.

Bernays and his wife, the late Doris Fleischman Bernays, advised U.S. presidents from Coolidge to Eisenhower, the Departments of State, Commerce and Health, Education and Welfare as well as broadcasting systems, newspapers, industries, labor unions and individuals, among them Caruso, Nijinsky and David Sarnoff. A nephew of Sigmund Freud, he helped in-

roduce his uncle's work to this country.

Bernays was born in Vienna, Austria, in 1891. He came to the United States in 1892; in 1912 he graduated from Cornell University with a bachelor's degree. His honors include the rank of officer of public instruction (France), the King Christian medal (Denmark), the Medallion of Honor of the City of New York and the Golden Anvil Award of the Public Relations Society of America, along with honorary degrees from Boston University and Babson Institute.

Today, at 92, Bernays remains an active and celebrated spokesman for the profession he invented. He is the author of 14 books on public opinion and public relations as well as a memoir, "Biography of an Idea." Bernays has been professor of public relations at New York University, Boston University and the University of Hawaii and currently serves as president of the Edward L. Bernays Foundation.

Bernays will speak in the Great Hall of the National Portrait Gallery at 8:30 p.m. on May 22. Admission is by invitation only.

A life in PR

The "father of public relations," Edward L. Bernays, is 91 and thriving

By CLAYTON HASWELL of the Associated Press

CAMBRIDGE, Mass. — Without him, the great Caruso might not have become the toast of the land. Sigmund Freud's work might not have been translated for American readers for another decade.

A generation of children might have grown up with dirty faces, and a generation of women might have gone on smoking cigarets behind the shed.

His clients included the famous and powerful: Presidents Coolidge, Wilson, Hoover and Eisenhower; Thomas Edison, Eleanor Roosevelt and the dancer Nijinsky.

Those he rejected were known for other reasons: Adolf Hitler, Gen. Francisco Franco, and former Nicaraguan dictator Anastasio Somoza.

At 91, Edward L. Bernays, the "father of public relations," has no intention of slowing down.

"Very little has been done to bridge the generational gap," Bernays says over a glass of burgundy in his book-lined Cambridge study. "When you consider that by the year 2040, up to 40% of the nation's population will be over 65, that's a problem."

It's a problem he's chosen to tackle for the last years of his life — and a chance to continue to use the uncanny insights and revolutionary methods that helped him change the face of American public opinion in the 20th century.

His method has never been complicated. "I never visited newspapers," he says. "I created circumstances."

During his lifetime, public relations has become a multibillion-dollar field. But when Bernays arrived on the scene before World War I, there were only press agents whose reputations were sometimes unsavory. Opinion research was unknown.

"In those days, public opinion was considered philosophy. There was no psychology," he says. Sociology was in its infancy, and Walter Lippmann had just begun to define what Bernays refers to as "the American tribal consciousness."

Bernays perceived at an early age that opinion could be molded. A bibliography of books and articles commenting on the campaigns he engineered fills nearly 800 pages, and lists more than 4,000 separate entries.

He relishes reminiscing about them.

"Dodge was coming out with a



Edward L. Bernays

asked me what I could do to bring it to the public's attention," he recalls.

"Those were the days of silent films, and it occurred to me that no one had ever heard Charlie Chaplin's voice. So I got Chaplin and Gloria Swanson together," he explains. Bernays arranged for the two to do a radio commercial, but not before taking out a highly publicized policy with Lloyd's of London insuring the star of silent movies against stage fright.

"When the time came, everyone stayed home to listen to Dodge Hour," he remembers.

Bernays, an avowed feminist, is not without regrets. His campaign for the American Tobacco Co. is one of them.

"This was before anybody knew cigarets were carcinogenic," he says. "I later worked to get tobacco advertising off radio and television to ease my guilt complex," he says.

The task at hand in 1934 was to break the taboo against women smoking in public.

"The first thing I did was to go to a psychoanalyst. He told me that for women, cigarets represented man's inhumanity to women. So my idea was to get women to show their equality."

Bernays contacted debutantes across the nation. At the appointed hour, hundreds marched to places like Boston Common, Union Square in San Francisco, and Central Park in New York to light up "torches of freedom."

Freud, his mother's brother,

was in Paris accompanying Woodrow Wilson to the Peace Conference after World War I. Though Freud's books had been translated into English in Europe, they had not yet been published in America.

"Freud sent me a copy of 'Introductory Lectures in Psychoanalysis,' and I took it and talked to a publisher I knew. Freud wrote me later that royalty money from that book was what helped him survive" during Austria's period of rampant inflation in the late 1920s.

Years later, after Freud became known throughout the world as the creator of psychoanalysis, Bernays came upon a carton of letters in his basement written to him by his uncle. The letters have been estimated to be worth well over \$100,000. Rather than sell them, Bernays keeps them in his safe deposit box.

The soap campaign he designed for Procter and Gamble in the early 1920s was one of his favorites.

"The simple fact was that kids cried when they got soap in their eyes. Soap was something they hated." To change that, Bernays persuaded schools across the country to participate in soap sculpture contests.

"It made it possible for the soap they hated to become something they loved, something that would gratify their creative instincts. Within a year, 22 million kids were involved in soap sculpture," he says.

Born Nov. 22, 1891 in Vienna, Bernays came to the United States a year later. He married Doris Fleischman in 1922, a marital and business partnership that lasted until her death in 1980. The marriage created headlines when Ms. Fleischman kept her maiden name, and again when she became the first married American woman to receive a passport in her maiden name.

The public relations counseling firm they founded together was enormously successful.

"For a long time, he was known as US Publicist No. 1," says Otto Lerbinger, chairman of the school of public relations at Boston University.

"He was so creative that people sought him out — not just because of what he could do for them but to keep their competitors away from him," Lerbinger says. "He always came up with a different angle."

Lerbinger credits Bernays for teaching the first university course

in public relations at New York University in 1923.

"Even today, when he speaks, the students swarm over him," Lerbinger says. "He's just a remarkable personality."

Bernays dresses simply and lives modestly in an 1850s woodframe house a few blocks from Harvard University. Despite his diminutive 5-foot-5, 130-pound frame and soft-spoken disposition, he gives the impression he could inspire a football team as easily as a publicity campaign.

And he could say "no." "I turned down Hitler, Somoza and Franco because, in public relations, the public interest — rather than pecuniary reward — is the primary concern," he says. "I did so even though, in the case of Franco and Somoza, the US had diplomatic relations with their countries at the time."

BERNAYS says Hitler approached him through an intermediary shortly after taking power in 1933.

"He wanted me to do some work for the German railroad or one of the concerns he was in charge of," Bernays says. "The interesting thing is that at the time, there were people that dismissed him as just another politician."

"I thought the man had an aberration. There was a great Depression, and he was using Jews as a scapegoat for the situation."

But Bernays may not have been altogether successful in preventing Hitler from using his ideas. A correspondent for the Hearst chain interviewed Joseph Goebbels several years later and reported to Bernays that he found a copy of Bernays' 1923 book "Propaganda" on the Nazi propaganda minister's desk.

Looking back on a lifetime shared with the famous and the powerful, Bernays says his greatest accomplishment was his contribution to the understanding of how public opinion is formed.

"In American society," he says, "it is vital that every institution adjust to public needs, hopes, desires, aspirations. The only way this can be done is through research. The maladjustment between the institution or product and its public must be discovered."

"Only when that maladjustment is known can the adjustment be completed. And then," he says with a smile, "the task is to inform and advise."

The Joan M. Yondra Address On The 100th Birthday of Dr. Edward L. Bernays.

Distinguished members of the Public Relations Society of America. Members of the academic community, the business community, Government and the Press. Dear friends:

During my past four years as Executive Assistant of Dr. Edward L. Bernays, I've had the privilege of watching the centenarian Father of Public Relations continue to advise his clients with his incredible capacity to produce effective, fact-based strategies... on the spot! After 70 years of experience, his unique insight and creativity still shine.

I've also had the privilege of attending his numerous speaking engagements. I have closely observed how moved he is to meet hundreds of P.R. practitioners all across America. His joy in meeting 600 colleagues from over 60 countries at an International Public Relations Society gala. His pride in how his vision of Public Relations has become within his lifetime an integral part of the free enterprise world; and a billion dollar industry. His wonder in knowing of over 10,000 published titles on Public Relations. Many available in dozens of languages. As many as 1,500 refer to Dr. Bernays. And his satisfaction when Brazil became the first nation to licence the vocation he defined in 1923.

Few men ever receive such recognition for their life's work. Indeed, Dr. Bernays' legacy transcends being the man who established the principles, methods and ethics of Public Relations.

To dramatize it, in 1978 the F. W. Faxon Company published the 800-page bibliography "Public Relations: The Bernayses and the American Scene". Future research will lead many to agree that Dr. Bernays was instrumental in changing the intellectual life of the West. By translating to the English language and disseminating the writings of his uncle, Sigmund Freud. By being the first to apply the social sciences to the new mass communication technologies of the century. But above all, by being first to establish the ethical foundations of the communications era in which we live. The pioneer who defined the social obligations and functions of mass media in a democratic society. Always stressing the coincidence of public and private enterprise; the later taking an initiative on social responsibility. He was also first in developing the language of special events and symbolic acts for mass media. Indeed, we are in the presence of the first philosopher of the communications era. The first poet of the Third Wave. And its first mega-trendsetter.

Personally, I look forward to researching in depth the influence of the world's first Public Relations counsel in shaping such fields like public opinion, political and marketing research. As well as his development of marketing tools and procedures now standard within another billion dollar industry: advertising.

After inventing the press kit, some believe his 1914 Daddy Longlegs doll was the first merchandising tie-in product. That by having Broadway actresses wear Cartier jewels in the twenties, he also invented promotional product placement. Reading his 1965 "Biography of an Idea", one realizes that the booming fields of marketing promotions, personal lifestyle, trade, and "niche" promotions, even direct marketing, were also influenced by Dr. Bernays.

The supreme "Engineer of Consent" also changed the cultural climate in America. In 1913, fresh off Cornell, this agriculture major laid on Broadway the seed for the abolition of censorship in the arts; an issue we are still fighting for. And since then, our longest living Broadway producer pioneered show tour packages.

ballet in America, concerts and plays in the park for the people, diplomacy through the arts and much more. Decades later, Dr. Bernays boosted the now mainstream Off-Broadway movement like no other theatrical angel. And we must always remember that no other professional group has done more to point out the goodwill benefits of corporate sponsorship of the performing arts and of good public television than Public Relations practitioners.

Research on Bernays contribution to positive social change will also have to be intensive. The NAACP is one of several groundbreaking American institutions Bernays felt honored to donate his services throughout his career. Indeed, I can honestly say that nothing makes him prouder than to see his peers follow the tradition of engaging the corporations and institutions they represent in saving the environment, helping children, the needy, the homeless and the terminally ill. In overcoming discrimination and bringing about social justice. It's time Public Relations professionals realized the role we've been playing throughout this century in making America the land our founding fathers meant it to be. We can all be proud of our noble public relations heritage.

And to the founding father of Public Relations we say: "Happy one-century, Edward. We love you."

Joan M. Vondra is now in her fourth year as Executive Assistant of Dr. Edward L. Bernays, the world's first Counsel on Public Relations. In that capacity, she has worked with him in counseling several of Bernays distinguished civic and corporate clients. With an extensive background in sales and marketing, Miss Vondra's endeavors include managing Dr. Bernays busy schedule in dealing with professional organizations, colleges, civic institutions and the press. She also travels with him to his many public appearances, lectures and functions across the world.

Wendell Fred Alberg
Ralph G. Allen

207 Bert Baker
270 Edward L. Bernays

169 Val Lyon
273 Kenneth L. M.

Wednesday, January 9, 1930

Seventy-Fourth

VARIETY

Broadway Of 1913 Was Seedbed Of Today's World-Wide PR Craft

By EDWARD L. BERNAYS

Cambridge, Mass.

Wendell Wilkie in 1943 surprised the people of this country when he urged all Americans to work to bring about One World-recognition that interdependence with all peoples of the world was vital to survival.

In 1979, some three decades later, I was given dramatic proof that we have come a long way towards this reality. This should be of interest to readers of *Variety* since so many of them are vitally concerned with publics beyond our national borders, publics outside those in the United States Today no one is any longer an island unto himself. We are all part of a whole. And this is particularly true in the entertainment field.

Individual performers, drama, motion pictures, records, radio and TV all have potential worldwide audiences, brought about by the revolutions in communications, technology and transportation. Time and distance between all peoples have almost been eliminated.

Up From Tout

... brought this home to me, particularly in the great advancement that has taken place in the strategies and tactics on how to win public support for whomever or whatever. The publicity man and the press agent of an earlier age have developed and become a world-wide profession. Public relations and counsel on public relations are taught in universities all over the free world. There is a literature of some 15,000 items in the world. And even more relevant to show business, although I am sure few readers of *Variety* know about it, there is a world wide association of public relations practitioners in 60 countries of the world from the Arab Republic of Egypt to Zambia.

It is made up of trained experienced and ethical practitioners, ready to serve clients or employers, and functioning not only in disseminating information about their principals but also advising on what their attitudes and actions should be to secure support of publics in their country.

PR Assn. In 1955

These 600 individuals and their firms are tied together in the International Public Relations Assn., founded 1955 with its headquarters office in London, Great Britain where a most able dedicated secretary general, Sam Black MBE, FIPR arranges world congresses, edits a serious periodical and a newsletter. He may be in Hong Kong one day in St. Louis the next. A network of experts is available to anyone seeking advice and counsel on their public relationships throughout the world.

The event that dramatized this remarkable change from the 1910's, when I started as a publicity man on Broadway was a luncheon I was invited to here in Boston on November 7, to which the president of the International Public Relations Assn. Sanat Lahiri traveled thousands of miles to present me with the IPRA President's Award for 1979. But even more dramatic, and telling was the fact that I received congratulatory letters and cables from places I had to look up in Rand-McNally's geography to know where they came from.

Wendell Wilkie's prophecy was coming true.

Some 66 years ago U.S. show business depended on publicity men to help them in dealing with their publics in the United States. We who did this depended on hunch and insights. No books existed on the subject. No university courses were available. Such techniques, strategies and tactics as existed were passed on by word of mouth from knowledgeable experts from one

generation to the next.

As a young man of 22 in 1913, publicity man for Elsie Ferguson, in "The Strange Woman," Ruth Chatterton in "Daddy Longlegs" and Otis Skinner in "The Silent Voice." I owed a great deal to the knowledge, sophistication and friendship of Freddie Schader and Jack Pulaski, highly expert staff reporters of *Variety*, who passed on to me their know-how about Broadway and how to secure public visibility for Broadway productions.

THE PAST AS PROLOGUE TO THE FUTURE



Edward L. Bernays

The father of public relations reveals some warm and personal observations drawn from his experience in a career that spans seven decades as an adviser to presidents, business, and industrial leaders, newspapers, trade and professional associations and financial corporations.

I asked a half a dozen of you what you thought you might be most interested in, and you answered, as my assistant put it, "Why don't you tell them, from your ninety year life span, ideas you think may be helpful to them in their private and professional life."

So I accepted the suggestion of your members. I searched my mind for ideas that met this criterion. I found the answer fell into three categories.

The first concerned your life style and personal fulfillment. The second concerned your work style and the third concerned what in German is called *weltanschauung* — your outlook on the world and social responsibility.

Life Style

All of us in this country try to carry out the life style we desire. I have great faith in the United States and believe that any individual can carry out his or her destiny within his or her capabilities, either acquired or inherited depending upon the special school of psychology you most believe in. I do not accept the idea of a dichotomy in life which states that one must work at what one hates or dislikes so one can play at what one likes or loves. Our society is so widespread in its appeals to men and women of differing temperaments that everyone should be able, through research, and I stress *research*, to find a vocation that gives him or her both economic and personal satisfaction.

A curious ambivalence prevails about the part that money plays in one's life. It is important, I think, for every individual to have a very clear idea of just where money fits into his or her affairs so that the so-called 'money angle' assumes its proper relationship to other values that go into the making of a total life. America has so many values and value systems inherent in its

structure that money should never play the dominating role in an individual's life, unless the individual is a congenital miser.

Life Goal

With 50 states of every shape and size scattered over 3 million square miles, with cities, towns, villages and farms dominating the landscape, again, sound research should be correlated to self-analysis of one's hopes, wants, desires, wishes, dreams, and aspirations so that all fit into a broad pattern life goal. Obviously in a finance capitalist society it takes money to buy anything, but the most important thing you should do about money is to figure out how, what, where and when it is to fit into your life.

I have also found it to be sound policy that nothing possible of accomplishment should deter you from attempting to bring it about. Many of us who plan ahead often are deterred by what appear to be so-called insurmountable difficulties. But, no difficulties that are surmountable are impossible of achievement.

If I had thought only of the difficulties in bringing about my goals, 22 million children would not have been happily sculpting in Ivory Soap throughout the school systems of America in a competition we planned for Procter and Gamble to make the children that once hated soap — mothers used to wash the kid's face and the soap burned their eyes — realise it was not their natural enemy but was an outlet for their creative abilities sanctioned by the educational system. And here I might add that the soap sculpture competitions represented the coincidence of private and public interest in a way that applies to many other activities. So, I think that I might have a new adage for you. And the adage would be, 'Hitch your wagon to an almost unreachable — but reachable — star.'

Henry Luce, who started *Time* and *Life*, whom we worked with, once said to me that the proper mix of the 'Four M's' can accomplish any possible goals. The 'Four M's' he designated were Manpower, Mindpower,

*Based on an address given before a joint meeting of four major Boston professional associations: — the New England Chapter of the Public Relations Society of America, the Publicity Club of Boston, Women in Communications, Inc. and Yankee/International Association of Business Communicators.

Mechanics and Money. (I always added Womanpower to his designation of Manpower.) I think it is fair to say in a discussion of life style that everyone needs someone, be it wife, or husband or best friend who will honestly tell you that you have halitosis or whatever. People who have a strong sense of personal worth are often unaware of facets of their behaviour disturbing to others, are often unconscious of these facets. It is sound policy to have someone who will tell you what others cannot, should not, or don't, tell you.

Importance of Reading

One additional point: I find that reading is a most important part of your life style, whatever its purpose. With over 35,000 books published a year, here are some suggestions on choosing those which will apply to your life and work. I suggest you read the weekly *Library Journal* and *Publisher's Weekly*. In that way you can keep in touch with objective, factual reviews of the latest books that are intended for libraries and wholesale book buyers months before the *New York Times* or any newspaper review comes out. You can also read in these magazines descriptions of forthcoming books that foreshadow trends of thinking and action.

One other thing. Never restrict your reading of media only to your inclinations. Read everything from left of right to right of left, and also read the left and the right if you are dealing with the American public.

I remember that in the Joe McCarthy period it was considered suspect to read the *Daily Worker*. You might be called a 'fellow traveler'. I read it anyway. My suggestion is that you see at least four papers daily. Not necessarily to get all the news in those four papers and absorb it all, but rather to find by reading these different papers what the publics of these papers are exposed to so that you can get a picture of the mentality and knowledge of the public you may be dealing with.

Here in Cambridge for instance, I monitor, and I use the word 'monitor' advisedly because obviously I do not read everything in them. I monitor the *New York Times*, the *Boston Globe*, the *Boston Herald-American*, the *Christian Science Monitor*, and the *Wall Street Journal*, makes five. I also see the *London Times*, and three weekly newspapers put out in Cambridge.

From a periodical standpoint I think anyone who has to keep in close touch with all of life in the United States should read *Time* and *Newsweek*; *The Nation* and the *New Republic* to get another point of view; *Business Week*, *Fortune* *Forbes*, *US News & World Report* to get the business viewpoint; and certainly *Mother Jones* and the *Progressive* to find out what the liberal thinking in the country is.

If you are concerned with the women's field obviously you will read *McCall's*, *Woman's Day*, *Vogue*, *Harper's Bazaar* and possibly some of the other new magazines that are catering to the new business and professional woman.

In addition, in connection with your work, read *Editor & Publisher*, a weekly, for news of the media, and certainly several of the newsletters pertaining to your field.

I think this requirement, onerous though it may sound, is really basic and will make you an individual who is better in judgment, let us say, than going to Gallup or Roper, or a Yankelovich poll on your subject. You are at a loss too, if you do not know, understand, and keep in touch with the world of which you are a part.

I also, as a matter of interest, read *Variety*, the weekly journal of show business. Not to learn about show business but because it gives me a truthful, accurate picture of how show business interprets the unfulfilled desires of the American public, and the forms of escape they are most interested in at the moment. Which in turn, may be helpful in giving me orientation on whatever I may be dealing with.

A very important supplement to your sources for reading is subscribing to a service that I use from the Library of Congress in Washington that sends me index cards with full information on the latest books, either copyrighted or acquired by the library, on any subject of your choosing. These little cards come in continuously and give me a description of content, and if it interests me sufficiently I get a copy of the book, or if I do not want to spend that much money on the book I ask the library to get it for me.

Recently I met a professor of communications who told me that he did not have the time to read newspapers. He gathered all of his information about the world, watching TV evening news programmes. It seems likely that this professor has a distorted picture of the world from 22 minutes that comes to him every night, and that this information cannot enable him to judge the world accurately or fairly.

Storehouses of Knowledge

One of your greatest assets, that I think most people do not know or act on, are the storehouses of knowledge of the world: the libraries. They can open social, economic, ideological, aesthetic and cultural doors. They can do anything for you, and yet I know from statistics that they are little used by many people.

One head of a very large corporation told me he did not have time to read books. He asked me for a 30,000 word report on a very important subject that we were to research, and as I left he said in more than a whisper: 'Now, Mr Bernays, when that report is ready, I want you to reduce it to one page.'

Most people are unaware of how painstakingly knowledge in the most diverse fields is classified and clarified in libraries. For instance, there are reference guides in every subject making it easy to find literature on the most elusive topics. There are even reference books on reference books. There are two publishers: one, Bowker, and the other Gale, who have built up a tremendous business in directories. And yet few people use these books for their own purposes. To me they represent one of the most valuable resources a human being needs both personally and in his work.

Incidentally, I think you can also use your influence to ensure that freedom from censorship is maintained toward preserving and conserving a free flow of the

most diverse information to help human beings: information that is found in libraries.

Work Style

Now some ideas that might apply to your work style. If you are employed, choose your employer carefully. One of the sad work elements I have noted during my lifetime is that many, many people move around as if they were on a carousel. Actually it is onward and upward movement that gives people fulfilment and gives society its greatest benefits. In my experience I consider it much sounder for anybody to work out for himself, or herself, a five year plan or even a ten, twenty, or forty year plan. Most of the large corporations I have dealt with have a five year plan and have set a goal in terms of everything from buildings to the number of people to the percentage of the market. I have found that the same approach can be applied to human beings.

I remember years ago when we were advising a US Attorney in New York who was running for office. He sent over his assistant, a young man named Tom Dewey, a very charming young graduate of Columbia University. And I said to him, 'Tom, what would you like to be?' And he replied, 'I would like to be the president of the United States!' 'Have you planned for it?' I asked. And he admitted he had not. 'Well', I said, 'The first thing you do is to work to become the District Attorney of New York and throw out the Mafia. Then after you've made a name for yourself, you become governor of New York . . . plan for that. And then, after you are governor of New York you can easily plan for president.' Actually, H V Kaltenborn, who was the great 'Walter Cronkite' at the time, announced him as president and so did the *Chicago Tribune*. He only lost by a small amount. But that illustrates what I mean.

One of the fascinating elements about our finance, capitalist, democratic system is that 'a cat can look at a king.' The meritocracy and not aristocracy rules the roost. And, interestingly enough, you will find that men and women of eminence, regardless of their field, are interested, willing and eager to help young people achieve eminence such as theirs. If you make the attempt to inquire, you may even care to publish the result of your studies for the benefit of others and profit to yourself.

An Engineering Approach

I call a broad plan of action to gain your goals the engineering of consent. I use the word 'consent' because the Thomas Jefferson principle is that everything in a society can be won by the consent of the people. I use 'engineering' because the situation is so complex that you would become a one-armed paper hanger unless you use an engineering approach to your goals.

This 'engineering of consent', can apply to you personally or you can apply it to clients. I can give you seven specific points: 1 Define your personal goals for your client or employer. 2 Carry out research to find out what the situation is and how your goals can be accomplished. 3 Modify your goals if the research shows that your goals were only wishful thinking and not

Don Eduardo

by Manuel Viscasillas

I have a wise, old friend
His name is Edward L Bernays
Communications is his business
He's the world's Dean of Public Relations
Immortal man of peace
A blessing for mankind
A most noble twentieth century mind.
My amigo has persuaded me
As only this gentleman can
To dream, to live, to love
To give and share with everyone
To make this time the best
To jump, not walk to success.
He chooses to explain to me
This essential, existential rule of thumb
In the simplest of all ways
By climbing up the steps
Of his modest Cambridge home
Dancing like a child
Making me laugh, aloud
Yet when he winks
He makes me think
That life can be a joy all through
And when I, with great respect
Extend to him my hand -
He holds it with great strength and warmth
And looks at me, and smiles and says
'Young man, young man'
As he guides us to the twenty first century

realisable goals. 4 Develop your strategy. This would go back to the use of the 'four M's'; mindpower, man and woman power, money and mechanics. 5 Develop on a planned basis what organisational approach you will use to meet your goal. 6 Put down the themes and appeals you will use to the publics upon whom you are dependent and which you have got from research, which will make the people respond. 7 Outline your timing and planning of tactics and decide on the budget.

I find that this is a much wiser way of meeting your goals, whether for your client or yourself, to find the place you want in this complex, complicated society. It is so much better than having one job, and then another and yet another after that. When the 'engineering of consent' is employed you may use it for yourself, your client, or your employer.

Another truth I have learned which I pass on to you is this: Never attack the ego of your superior by stating that he is wrong and you are right. The most valued possession that any individual has is his ego. The higher up the ladder you go the more prevalent this becomes.

If you want to gain acceptance for what you say, remember this: It is much easier to gain acceptance by quoting authority, giving reasons for your point of view or referring to tradition than telling someone that he is wrong.

I could give you a little incident on 'tradition' which indicates how important that is. We worked with the brewers after prohibition. Beer had been associated with the saloon and many of the negative aspects of our society. I told them that they should call their beer, 'the beverage of moderation'. And then I suggested that they engage a home economist from the University of Iowa. She was to make a study of revolutionary heroes and find out what their attitudes and actions were as regards to beer. Six months later this young woman reported on the basis of actual findings that George Washington loved chocolate beer cake, and that other revolutionary heroes also liked beer. We printed a recipe book based on her research and sent copies to the legislatures of the states with a request that beer, 'the traditional beverage of moderation' be taken out of the saloon and sold in grocery stores and so it was in many states.

The findings of social scientists apply to your work. They have discovered that words by themselves are accepted by people only if those people have *a.priori* acceptance of the ideas, and they reject what they *a.priori* do not believe. Words are rejected if they convey to the individual something he has not believed before. This means that much printed or spoken matter that men and women are exposed to is not believed. Unfortunately many practitioners who deal in words have not as yet been exposed to these findings by the social science community. They still think words persuade and convince when in fact they may have no such impact.

Interestingly enough, I have found that words relating to action have impact, particularly if the action has the desired effect upon the individual. Your advance research will indicate what action will have that effect. It is also basic that reason, persuasion, tradition, and authority conveyed in words singly or together may indeed have an effect on the individual reader.

During World War I, I worked with the United States Committee on Public Information (1918-1919) to build the morale of our own people, strengthen that of our allies, win over support of the neutrals and weaken the morale of the enemy. Woodrow Wilson's two famous phrases, 'Make the world safe for Democracy', and 'The war to end all wars' won over millions of people to the war effort. Their imaginations were fired, and through acceptance of relevant words in the 14 points, the Czar of Russia and the German Kaiser, then two of the most important individuals in the world, were tumbled.

Social Science

We can also use the findings of social sciences that emphasize the pre-eminence of what I call 'group leaders' and 'opinion moulders' in influencing the public. Let me give you a few examples. We worked with the Beechnut Packing Company which made bacon. It was suffering because Americans were eating skimpy breakfasts of simply coffee and rolls. We asked our physician what kind of breakfast was needed before the working day. He said a very substantial one, because the body gives up energy in the night which should be

replenished each morning before the body goes out for 8 hours of work. I went to a former health commissioner of New York, (who wanted in a nice way to promote himself) and asked if he would inquire of his medical colleagues about the need for substantial breakfasts. The doctors confirmed this need and the media published the survey results. As a result of this people ate bacon and eggs which was recommended by the physicians as one of the breakfasts they should eat and the bacon sales went up!

Let me give you another example of what group leadership can do in the United States. We were working with the book publishers of America who came to us because they wanted to sell more books. Research that we conducted indicated that people did not throw away books. I found that the reason they did not throw away books is that the word 'book' in Greek is 'biblos'. 'Biblos' became the name for the bible and obviously few people would throw away a hard cover book.

Our research also showed that the people who liked books most would reach a saturation point with full book cases. We wrote a letter to the most eminent men in the vocations and professions in the United States and asked them what books they owed their eminence to. They came back with lists of books. Obviously, everyone whether a banker or a governor would ascribe his eminence to books. It gave them distinction to give credit to books for their eminence.

We published the results of these surveys. The newspapers at the time ran headlines on the business page, 'Bankers owe eminence to books.' with the names of the bankers, etc. We had copies made of the clippings and sent them to builders and apartment house owners suggesting to them that they had better have bookcases installed and built into the rooms of the houses and apartments. As a matter of fact, after some months the sales of books went up because since nature abhors a vacuum, nobody would put tomato cans in the bookcases in his drawing room.

Social science can also be the key to solving the problems. One of our clients, the United Fruit Company, had the problem of a nomadic labour force. The Indians who worked for them would stay in one place for only three years because the corn that formed the staple of their diet exhausted the soil in that time. The company did not know what to do. The logical step, which we took, was to get the University of Iowa to develop a hybrid corn which would grow in the soil year after year. They did that. However, the Indians refused to use the new corn because they believed the corn was highly associated with their procreative powers and they feared they might be adversely affected by the new corn. I asked an anthropologist whom I knew what to do about this. He suggested that we have the shaman or medicine man of the tribe bless the new corn for his followers. This was done. The Indians accepted the corn and the company's labour problems were solved.

Research for Results

I talked about research in work style. Let me give you an example of how research can work. When the makers of

gelatin came to us to increase their sales we went to the Mellon Institute in Pittsburgh and asked them to find out, through research, what the qualities of gelatin were. They discovered that gelatin made milk digestible for children who were otherwise unable to drink it. After their findings we went to the board of education in San Francisco, sent them a lot of gelatin with the findings of the Mellon Institute. They then announced that they were using it — and overnight this news spread. Instead of the market for gelatin (Jello was the main brand) as a sweet dessert, it became an important element in maintaining the physical integrity of the children of the country who could not absorb milk.

Through research, for instance, we found that kitchen cabinets had jars built into them marked coffee, tea, salt and sugar. We wrote to women and asked them if they would like a jar marked gelatin and they said, "Yes!". We sent these findings to the people who made the kitchen cabinets and they added a gelatin jar. And again, since nature abhors a vacuum, the sales of gelatin went up.

Let me give you another example of research: When I was a little boy my mother would not let me eat bananas because they were supposed to be indigestible. When we worked with bananas we suggested that they be researched. We took them to the Children's Hospital associated with the Presbyterian Hospital in New York, where Dr. Paul diSant'Agnese made a study and found that bananas had in them a carbohydrate that children with Cystic Fibrosis could digest. As a result of that study the Cystic Fibrosis Society was founded. As a matter of fact, Gerber's Baby Food which had never touched bananas before, began to put bananas in those little glass jars. Bananas in the public mind were now regarded as highly desirable.

Rumour Mongers

One other thing as to work style: I found that very often you have to deal with rumours. Rumours can spread to the disadvantage of a company, because every so often they appeal to the self-esteem of individuals that are involved and they will immediately act on them. For example, we worked with the Waldorf-Astoria in New York. There was a rumour that the Waldorf was going to be taken over by Marshall Field. Overnight room cancellations came from all over the country. Lucius M Boomer, who was president, said "Mr. Bernays, what would you do?" I said, "Never deny a rumour! Whom have you got at the Waldorf who is a spectacular figure whom we can use to blanket the rumour!" He replied, "We have a maître d'hotel who is as well known as the Waldorf, called 'Oscar of the Waldorf'. I asked, "Are you willing to make a ten year contract with him?" "I certainly am!" he answered. Well . . . a ten year contract was made with Oscar of the Waldorf to the accompaniment of motion picture cameras and overnight the rumour stopped.

Another example — a rumour spread undoubtedly by competitors, that there was pellagra in a factory that made cigarettes. (This was when cigarettes were not yet known to be carcinogenic.) We suggested that the health commissioner of Raleigh, North Carolina give a cer-

tificate of merit to the factory if he found that it maintained the highest standards — which it truly did. No mention was made of the false rumour. Overnight this was a success and the rumour stopped.

Another company we worked with suffered from a rumour that the company was prejudiced against Americans of Italian extraction. This resulted in a boycott of its products in all American communities around the United States that had Italian background. We suggested that a well-deserving Italian-American in the company be promoted to vice president. The president found such a man. This was publicised and the boycott immediately ended.

'People Power'

I turn now to the last subject of my three: 'world outlooks and social responsibilities'. I have found in my lifetime that 'people power' is the dominant force in our society. All of you in your separate fields need to consider it as such. By 'people power' I mean the power of people to shape events through the action of public opinion. I always point to Ralph Nader, an unknown young lawyer in New York State who singlehandedly took on General Motors by appeals to 'people power'. Then, by further appealing to 'people power' he became one of the most important figures in the United States and the god-head symbol for the consumer movement.

'People power' has been brought to bear even through books. Look at Rachel Carson's effect, through her book 'Silent Spring', on sprays and insecticides. 'People power' developed safety movements and earth movements. But, regrettably, it also censors books in the public library through the 'people power', for instance, of the Moral Majority. 'People power' is not always beneficent as we know from the Hitler and Mussolini regimes, but it is always potent.

The virtuous, constructive nature of man that Freud calls 'the life wish' can be appealed to in abolishing everything negative, from nuclear weapons to junk food additives. Certainly all of you in your diverse fields need to keep uppermost the effect of "people power".

Social Responsibility

Then there is 'social responsibility'. All of us expect more from our society than our forbears did. And we must also, it seems to me, expect to give more. Most people, I find, think of social responsibility as voting every year or so, supporting a local hospital or the United Way, and letting it go at that.

In actuality, modern society, and particularly the fields you are engaged in, provide ways of assuming greater social responsibility than I surmise many of you realise. With your particular training and skills you can become active in denying or affirming to the print and broadcast media actions undertaken by government at any level by anybody, which you favour or disfavour. Anyone can become a proponent for social good and against social evil simply by utilising the US mails and gaining acceptance for your point of view through the media and 'people power'.

I knew one man in New York who built his entire reputation as a banker on getting one letter used by the *New York Times* once a year.

Ethical Standards

In your outlook too, you must consider ethics. Unfortunately society is not as ethical as it should be. If you want to keep a good conscience and get a good night's sleep you must be ethically sound in your practice. But each individual must decide for himself what is ethically sound, and not depend on what is generally acceptable to his peers, or even to his government. As an example, when my wife and I were associated together we turned down Generalissimo Franco's Fascist Spanish government and Somoza's Nicaraguan dictatorship when the United States recognised both of these gentlemen and their governments. If we had adopted the ethical standard of the United States at that time I felt we would have been unethical and therefore hypocritical in our own eyes.

My latest thought concerns all of you at some time or another. I do not think it will concern you for another fifty years or so but you might just keep it in mind. As you get older in years you will find that modern day society suffers from a cultural time lag. People still believe in Shakespeare's legend from 'As You Like It': that the human race has seven stages in progressive order from the infant "muling and puking in its nurse's arms" to the decrepit old man "sans eyes, sans teeth, sans hearing, sans everything." The social scientists

have proven Shakespeare wrong. Each individual, they have found out, has five simultaneous ages and they do not have to match one another. Each of us at the same time has a chronological age, a physiological age, a mental age, a societal age (how he or she adjusts to other people) and an emotional age. If somebody asks you how old you are, answer them by saying, "Which age do you mean?" If they ask for your emotional age, do not tell them!

Also, modern medical research has helped to eliminate many of the physical factors that come with chronological age; from nitroglycerin to all kinds of other remedies so that today millions of Americans are 60, 70, 80, and over 90 years old and are hale and hearty!

Claude Pepper, the congressman from Florida is trying to have a law passed making discrimination against chronological age unlawful. I was fascinated to find at Polaroid, a worker who was 69 years old and absolutely fit. He was the one who had worked out their newest technological camera.

I have shared with you some of the lessons I have learned in a long lifetime of nine decades and I hope that they will be useful to you and the society of which you are a part.

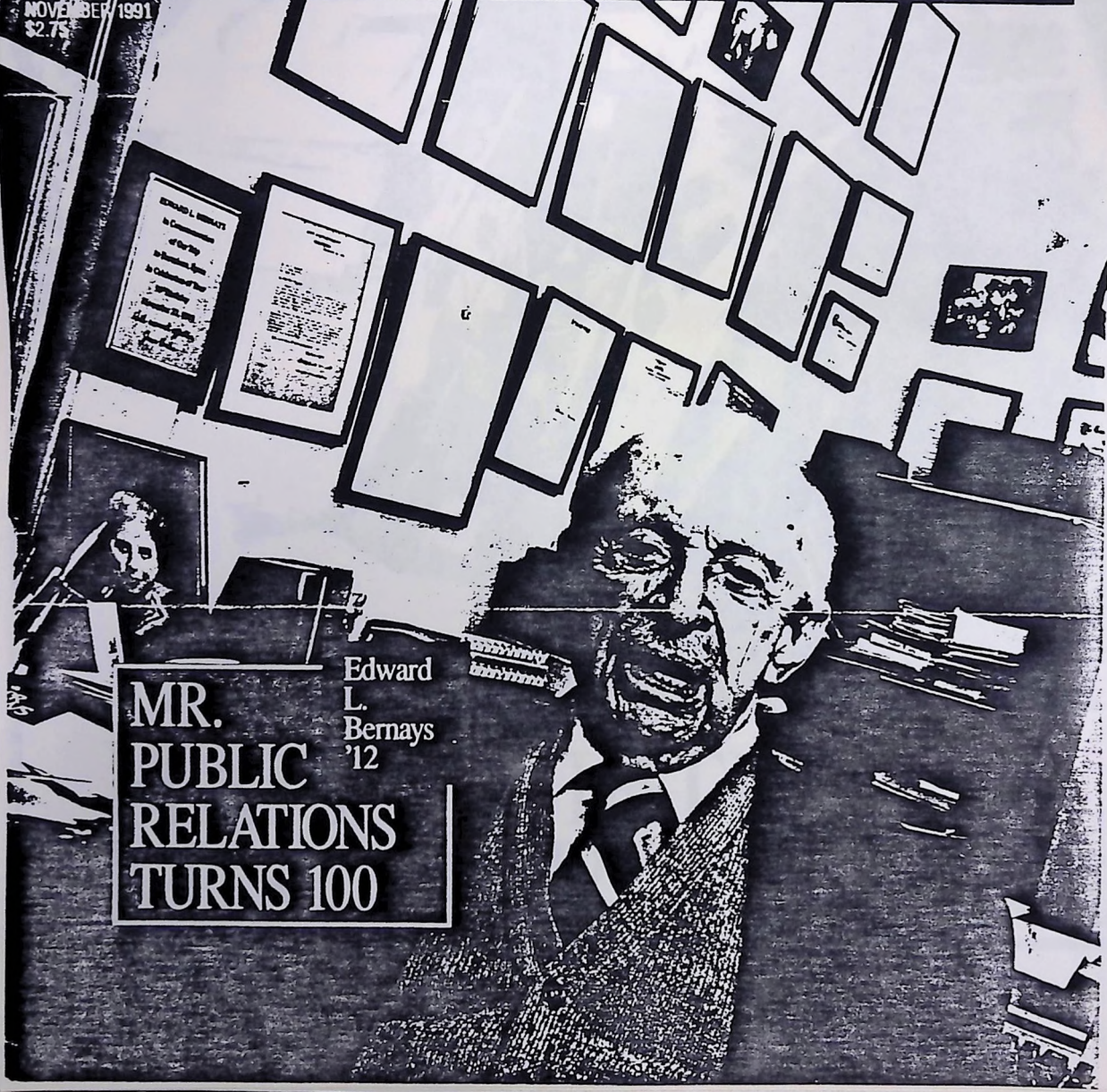
Patrick Henry once said, 'I have but one lamp by which my feet are guided and that is the lamp of experience. I know of no way of judging the future but by the past'. I think that some of my past experiences may be helpful to you in the course of your own future. ■

FRANCIS FUKUYAMA '74 ON THE SOVIET UNION ■ NFL DIARY

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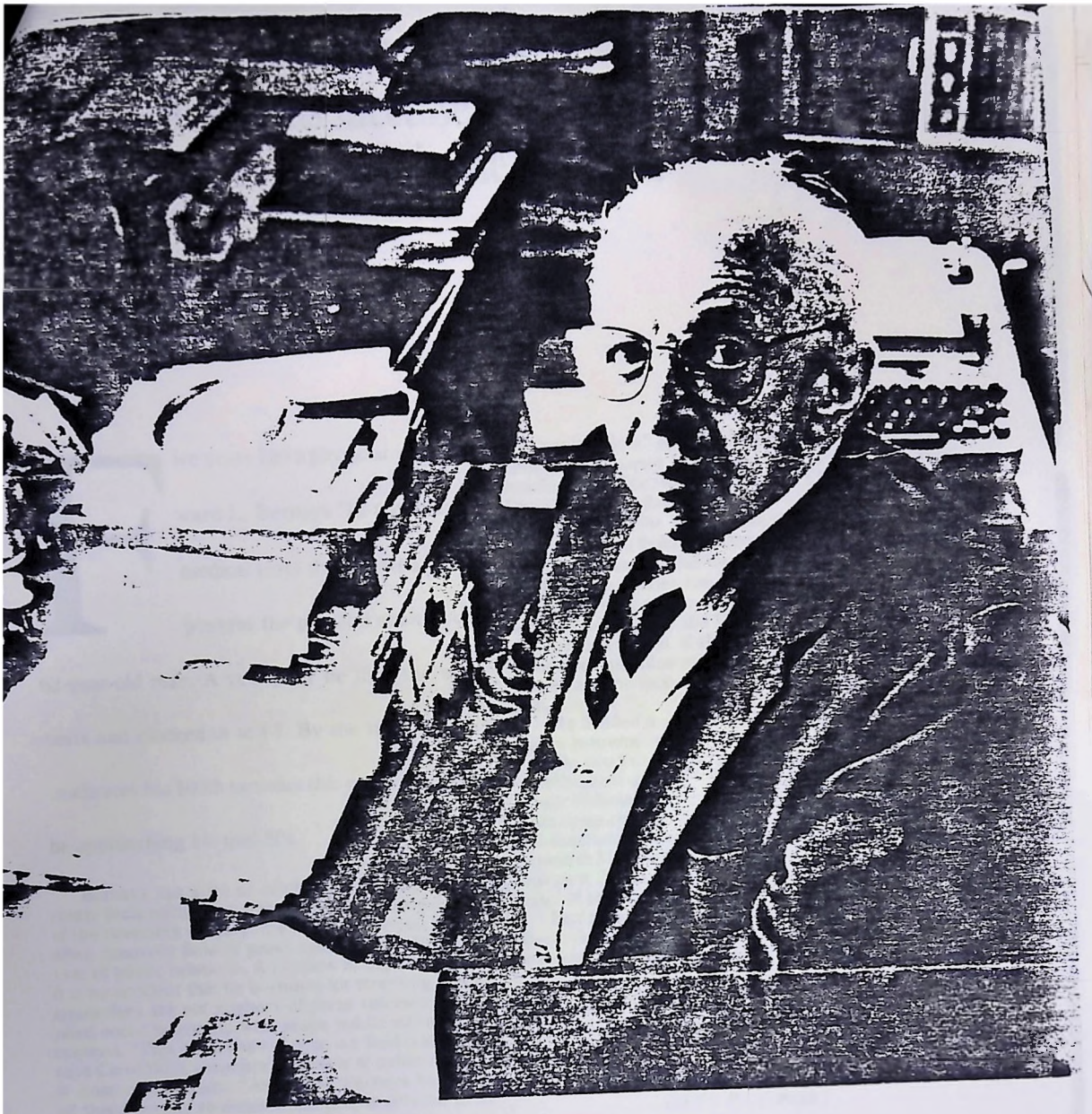
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HAPPY BIRTHDAY,
MISTER PUBLIC RE

America's original PR man shares his successes and warns against frauds in the business.

Five years ago a physician gave Edward L. Bernays '12 a battery of medical tests that showed him to possess the physical stamina of a 62-year-old man. A year later he took the same tests and clocked in at 61. By the time Bernays celebrates his 100th birthday this month he should be approaching his mid-50s.

Bernays has a lot to celebrate. *Life* magazine recently declared him one of the 100 most influential people of the twentieth century, the man who helped turn the often unsavory field of press agency into the profession of public relations. A nephew of Sigmund Freud, it is no accident that he is known for stressing that PR counselors are not pushers of press releases, but applied social scientists who shape public attitudes and opinions. "This is the heart of what our field is all about," says Carol Hills, associate professor of public relations at Boston University. "And Eddie Bernays has shouted this from the rooftops when people refused to listen."

I visited Bernays just months before his centennial in his Victorian home in Cambridge, Massachusetts. As if

to prove his point on aging, Bernays insisted that I, a 33-year-old, take the single seat on the motorized chair-lift that climbs the staircase to the second floor. He escorted me to

his "vanity room" lined with photographs of twentieth century luminaries who have depended upon him to handle their public: Woodrow Wilson, Eleanor Roosevelt, Dwight D. Eisenhower, Thomas Edison, Henry Ford, Enrico Caruso, the Sheik of Bahrein. At five feet, five inches, Bernays looks small but formidable in the graying photos, able to hold his own beside Edison or Ike.

Today he carries his slight frame with the elegant bearing of a man who has dined at the White House with Coolidge and at the Waldorf with Hoover. He was dressed in a formal, if slightly rumpled, blue suit with a wide red and blue streaked tie. Whips of white hair framed a warm face with blue-gray eyes and an impish grin.

He handed me an editorial that he wrote on mandatory retirement.

"Do you know who thought up that cockeyed idea of retirement at 65?" he asked. "Bismarck. He told Kaiser Wilhelm, 'Fire everybody at 65. They're no good.' That came over to the United States by newswire and the insurance companies took advantage. I got a law passed in Massachusetts—pretty single-handedly—that makes it illegal for a business to fire anybody on the basis of age."

Part raconteur, part psychologist, part publicity man, Bernays is off on the first of many stories. He punctuates his favorites with newspaper headlines:

*ACTORS EAT BREAKFAST
WITH COOLIDGE*

*FIRST MARRIED WOMAN
GETS PASSPORT
IN MAIDEN NAME*

At 99 going on 100, Bernays may need a little help recalling the name of a senator, but he remembers those headlines as if they had run in the morning edition.

Bernays is a fan of today's Cornell, but a younger Bernays was not so fond of his alma mater. Born in Vienna in 1891 Bernays emigrated with his family to New York City, where his father established himself as a grain exporter. It was Ely Bernays's idea that

And I'd know by placing articles on the allure of red lips, lip rouge would sell more.

his 17-year-old son study agriculture in Ithaca. The country's future, he believed, was in the land.

Academic life. Ed Bernays wrote in his 1965 memoir, *Biography of an Idca*, left a lot to be desired. "Maybe some pockets of intellectual activity existed among faculty and students [in 1908]," he wrote, "but if there were any, I did not encounter them." He described the Class of 1912 as a group of "tall, strapping farm boys with the smell of the barnyard about them. They looked at me with suspicion, for my appearance clearly labeled me as a city cat." The only professor who spoke to him was a psychologist who wanted an autograph from his uncle, Freud.

After graduation he eschewed farming for a \$25-a-week job editing the *Dietetic and Hygienic Gazette* and the *Medical Review of Reviews*. "I wrote editorials on the joy of the Saturday night bath," he says. But his vision was broader. When he discovered that an actor, Richard Bennett, was struggling to raise funds to produce Eugene Brieux's *Damaged Goods*, a play about venereal disease, Bernays thought the *Medical Review* should encourage this daring attempt. "The editors... support your praiseworthy intentions to fight sex-purity in the United States," he wrote Bennett.

Bennett invited "the editors" to lunch at the Lambs Club in New York and was startled when a lone 22-year-old showed up. Bernays proposed an idea. Why not form a *Medical Review of Reviews* Sociological Fund Committee and ask people to contribute \$4 apiece to support the production? They did. John D. Rockefeller signed on. So did Mrs. William K. Vanderbilt. *Damaged Goods* became a hit and Ed Bernays's career was launched.

The following year Bernays left for Paris to spend six months "getting cultured." He traveled to Carlsbad to visit his Uncle "Sige" Freud. (His mother was Freud's sister; his father, the brother of Freud's wife.) "I remember only two things my uncle told me," Bernays recalls. "Once we were in a restaurant with a large aquarium. He says, 'There are the fish swimming in the order of their price range.' Another time when I raised my hand to swat a fly, he says in a quiet voice, 'Oh let the fly promenade on its high plateau.'"

A more refined Bernays returned home to immerse himself in New York City cultural life. Hired as a publicist by Klaw & Erlanger, he handled *Daddy-Long-Legs*, a play about an institutionalized orphan, and organized groups to raise money for foster families. In 1915 he promoted Diaghileff's *Ballet Russe*. He got the *Ladies Home Journal* to feature photos of ballerinas (with long skirts placed over their naked legs) and he promoted male dancers, such as Nijinsky, as symbols of masculinity. "To Americans this was as novel an idea as travel to the moon," he remembers.

Bernays branched out in 1918 when he became a staff member of the United States Committee on Public Information, which mustered support for the war effort. When he attended the Paris Peace Conference as part of President Wilson's press entourage, he recognized that "if ideas were used as weapons of war, they could be used as weapons for peace." No longer satisfied with mere press agency, he decided to launch his own campaign: he would advise professional clients on how to handle their public relationships.

In 1919 Bernays opened what he says was the first PR firm (some people say it was the seventh), the Counsel on Public Relations, in New York City. He recruited his future wife, journalist Doris Fleischman, and the two began a "twenty-four-hour-a-day" collaboration. Fleischman, an early advocate of women's rights, made headlines when she signed a hotel register using her maiden name. "There were editorials all over the country saying that this would start a wave of immorality," Bernays recalls fondly. She caused another stir when she applied for a passport under her maiden name.

Life was comfortable for Fleischman and Bernays. Although they started out in a converted stable in Greenwich Village to escape their "old bourgeois world," they graduated to an elegant home on Washington Square staffed by thirteen servants. They had two children, Anne, who would become a novelist, and Doris, a child psychologist. Their home was a salon of sorts for artists and thinkers of the day.

Their first clients were the U.S. War Department, which wanted help getting jobs for ex-servicemen, and the Lithuanian National Council, which sought U.S. support for the republic. Corporate clients, such as Cartier and the U.S. Radium Corporation, followed. In 1920 Bernays and Fleischman promoted the National Association for the Advancement of Colored People Conference in Atlanta, beginning a lifelong commitment to civil rights.

Research was the backbone of their work. They consulted pollsters, doctors and assorted experts. "If I wanted women to wear lip rouge," Bernays explains, "I would go to a psychologist and say, 'Which is more of an attraction: red or pink?' He would answer, 'Red,' because it brightened up the eyes and accentuated the lips, which are secondary sexual organs. And I'd know by placing articles on the allure of red lips, lip rouge would sell more."

In 1923 Bernays taught the first class ever offered in public relations (at New York University) and published his first book, *Crystallizing Public Opinion*. "The public relations counsel, he wrote, "is the pleader to the public of a point of view. He acts in this capacity as a consultant both in interpreting the public to his cli-

ent and in helping to interpret his client to the public. He helps to mold the action of his client as well as to mold public opinion."

"He was so far ahead of his time," says Donald F. Schwartz, professor of communication at Cornell. "Way back in 1923 Bernays saw public relations as a management function with two facets. A public relations person needs to know how to communicate from the organization to the public. The ethical practitioner communicates to management what the public thinks and needs. Bernays has always called public relations practitioners applied social scientists and he's exactly right. He learned an awful lot of psychology at Uncle Sigmund's knees."

But not everyone applauded. *Editor & Publisher* called Bernays "a menace" and dismissed PR practitioners as "space grabbers." Other critics called the field, "the new science of ballyhoo" that manipulated helpless consumers. Bernays insisted that the job of the PR counsel was to recognize the "coincidence of interest" between a client's goals and the public good.

The client roster continued to grow at home and abroad. Bernays was asked to arrange for a newsworthy group to visit Calvin Coolidge at the White House to show the country that he was not a cold fish. "Alice Roosevelt Longworth had started a *bon mot* that Coolidge had been weaned on a pickle," explains Bernays. He decided that actors symbolized warmth and "Bohemian camaraderie," and invited a party of forty entertainers, including Al Jolson and the Dolly Sisters, to join Coolidge for breakfast. The president remained stonefaced during the lively gathering, but reporters had a heyday. Bernays' favorite headline:

PRESIDENT NEARLY LAUGHED

Bernays handled PR for Procter & Gamble, manufacturers of Ivory Soap, from the 1920s through the '50s. Children, the company lamented, hated soap. So Bernays organized the National Small Sculptural Committee and gave \$1,675 in prizes for the best soap carvings. Millions of children produced Ivory creations and unwittingly grew to like the stuff. If it weren't for the campaign, Bernays gloats, today's adults "would be dirty."

He took on the American Tobacco Company as a client in 1927. The company's president told Bernays he was missing half the cigarette market because men discouraged women from smoking on the street. Bernays applied the plan he would later call the Engineering of Consent: he came up with a goal, conducted research, and developed a strategy considering themes, timing, and money. Why, he asked a psychologist, did women



desire cigarettes? Because they were "symbols of freedom," the doctor replied. Research in hand, Bernays asked socialites across the country to light up these "torches of freedom" at a designated time to promote "equality of the sexes and to fight another sex taboo." He got ten debutantes to march in New York City's Easter Parade with their torches ablaze. (When cigarettes were found to be carcinogenic, Bernays regretted the campaign and worked to ban cigarette ads from radio and TV.)

The United Brewers Association contacted Bernays in 1935 to find out how to change the public's negative attitude toward beer. A professor informed Bernays that people objected not so much to beer as to the saloons in which it was sold. From a home economist, Bernays learned that Patrick Henry regarded beer as an aid to temperance and George Washington had left behind a recipe for brew. Bernays had his strategy: "I told the brewers, 'Call yourself the Beverage of Moderation and get yourself sold in grocery stores.' They says, 'There's a law against that.' I says, 'Change the law.'" He had executives write to legislators and within six months, he reports, twenty states had complied.

Right now any nitwit, crook, or dope can use the words 'public relations.'

A more controversial client was the United Fruit Company, which Bernays represented for two decades. Bernays counseled the company during the 1954 C.I.A.-aided overthrow of Guatemalan President Jacobo Arbenz after his government expropriated 234,000 acres of banana lands belonging to United Fruit. Thomas McCann, a former corporate vice president in charge of PR at United Fruit, and author of a book about the company, *On the Inside*, accused Bernays of "playing a role in the propaganda war against the Arbenz regime," a claim that makes Bernays see red. He maintains that his role had "nothing to do with politics." He brought journalists to Latin America, he says, to encourage objective reporting from countries in which United Fruit operated. His overall goal was "to affect the attitudes of government" toward a company he describes as "very decent."

Bernays has turned down his share of notorious clients, including Hitler and Mussolini. He refused to counsel Francisco Franco and Luis Somoza even when the U.S. had diplomatic relations with their countries. "I wouldn't want it on my superego," Freud's nephew told *Lin*.

His favorite "client" was undoubtedly his famous uncle. Bernays had a box of cigars delivered to Freud in Vienna and the doctor thanked him by sending a copy of *The Introductory Lectures on Psychoanalysis*. Bernays had the work translated and published in the U.S. "The royalties," he says, "kept my uncle and his family alive in Vienna during the rampant inflation of the 1920s." Freud wrote his nephew: "I am deeply touched by your unselfish zeal."

What did Freud think of public relations? "He called it 'Echt American,'" says Bernays. "Truly American. It was rather a novelty to Europeans that you could influence anyone to do anything."

Even in his platinum years Bernays charges \$1,000 an hour for his counsel. That's a lot more than top doctors and lawyers make. But they follow precedents, he likes to say. He sets them. He won't reveal his paying clients, but he's worked gratis for such groups as the Nuclear Freeze Movement and Careers for Later Years, an organization that finds jobs for the elderly. Last year he traveled to Barcelona, Spain for his 99th birthday party and he's just been invited to South Africa and Puerto Rico. An inveterate host, he throws as many as three parties a week.

Robert Dilenschneider, president and CEO of Hill & Knowlton, the nation's second-largest public relations firm, says, "Bernays is as alert to trends in the twenty-first century as to those he predicted for the twentieth." And his writings, Dilenschneider believes,

are "among the best in the field."

Still, some PR practitioners resent Bernays for promoting himself as the lone father of PR. "Public relations, like victory, has many fathers," says one colleague, who asked not to be identified. "Bernays is brilliant. He's fascinating. But he is a man of colossal ego." Father or not, the Public Relations Society of America is honoring him as a pioneer in the field at its annual convention this month. And some 500 PR mavens are expected to come out for his 100th birthday bash in Cambridge.

Bernays says he feels an understandable urgency to upgrade his profession. He continues to rail against universities that present PR counselors as communicators rather than applied social scientists. And he is critical of ad agencies that branch into PR. "They can't provide unbiased advice," he says.

Of greatest danger to the profession, he believes, are the majority of the more than 100,000 people who call themselves PR experts. "Right now any nitwit, crook, or dope can use the words 'public relations.' A paper hanger can call himself a public information officer." He tells of a young woman who recently called him asking for advice.

"I'm in public relations," she announced.

"What do you do?" Bernays asked.

"I hand out circulars in Harvard Square."

Bernays believes that only licensed PR practitioners, trained in the social sciences, should be allowed to hang out a shingle. The Public Relations Society of America has rejected such a proposal fearing government interference. Nonsense, says Bernays. The government doesn't bother architects and engineers. He would like to see practitioners take a state exam and the equivalent of a Hippocratic oath promising not to distort the truth.

Who could benefit most from a good PR practitioner?

Politicians, Bernays says. He would counsel President Bush if asked. "He's fundamentally a decent fellow." But if Bernays had his druthers, he might shake up the whole political process.

"A friend suggested to me that every candidate for president ought to take a psychological test to see if he is a moron or genius, hypocrite or sadist. I mentioned this to a newspaper man, who was outraged: 'Are you going to have a psychologist pick the president of the United States?'"

Freud's nephew grinned as if envisioning the headlines. "I thought it was a pretty good idea." □

Julia Lieblich is a writer who lives in Cambridge, Mass. Her book, Sisters: Lives of Devotion and Defiance, will be published by Ballantine in March.