

LLOYD N. NEWMAN

President
The Newman Partnership, Ltd.

Lloyd N. Newman is President of The Newman Partnership, Ltd., a firm specializing in communications and marketing strategy.

Mr. Newman is also Adjunct Professor of Communications Strategy at New York University's Management Institute. He teaches basic and advanced managerial strategy, and the evaluation of communications programs. For the Department of Defense Advanced Communications Course, he teaches crisis management.

Prior to establishing The Newman Partnership, Mr. Newman was Executive Vice President of Manning, Selvage & Lee, Inc., in New York, a world-wide consulting firm.

Over the past 40 years, Mr. Newman has served as counsel to such organizations as:

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| ■ AT&T | ■ International Food Information Council |
| ■ Bank of Boston | ■ International Paper |
| ■ British Telecom | ■ Mastercard International |
| ■ CPC International (Best Foods) | ■ Matra Transit (France) |
| ■ Corning Glass Works | ■ McDonnell Douglas Corporation |
| ■ Dow Chemical Co. | ■ Merck Pharmaceuticals |
| ■ Duphar Pharmaceuticals | ■ National Coffee Association |
| ■ Ericsson, Inc. | ■ Phillip Morris Companies, Inc. |
| ■ Fujitsu, Ltd. | ■ Prince Macaroni |
| ■ General Electric Capital Corporation | ■ Proctor & Gamble |
| ■ General Foods Corporation | ■ Richardson Vicks |
| ■ General Motors Corporation | ■ S.C. Johnson's Wax |
| ■ Georgia-Pacific Corporation | ■ SmithKline Pharmaceuticals |
| ■ Harvard University School of Public Health | ■ Visa Cards |
| ■ Hoffman-LaRoche, Inc. | |

He counsels clients on strategies for marketing of business-to-business and consumer products and services; finance, especially merger and takeover strategies; organizational effectiveness, including corporate reorganizations and productivity improvement; and public affairs.

Before joining MS&L, Mr. Newman was Executive Vice President of Economic and Manpower Corporation, New York. Earlier he was director of corporate development of Villager Industries, Inc., a leading apparel manufacturing and retailing firm. For Villager, he was chairman of its 10-store retail division and of its 110-store franchise division.

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For United Way of America, Mr. Newman is Chairman of the National Communications Task Force and a member of the National Public Sector Initiatives Committee.

Mr. Newman was a Trustee of the Actors Studio in New York City and a Director of the Aston Magna Foundation for Baroque Music.

For the Public Relations Society of America, Mr. Newman has served as a member of the PRSA National Board of Directors and is a past president of the New York Chapter. He is a past chairman of PRSA's Public Affairs Section; Tri-State District; National Professional Development Committee; and the National Senior Professionals Task Force. IN 1983, he was presented PRSA-NY's John W. Hill Award as "Public Relations Professional of the Year."

For the Association for Education in Journalism and Mass Communications, he has been co-chairman of the Task Force on the Future of Public Relations Education.

He has been Treasurer of the Publicity Club of New York; Special Advisor to the U.S. Information Agency; and President of the New York Chapter, Society for International Development.

He is also a member of the American Marketing Association; American Association for Public Opinion Research; American Academy of Political and Social Science; and Industrial Relations Research Association.

A colonel in the Confederate Air Force, a group dedicated to rebuilding and flying World War II aircraft, Mr. Newman has served CAF as Finance Officer. He served in the U.S. Air Force during the Korean War and is a Life Member of the Air Force Association.

He is a graduate of the University of Pennsylvania and a diplomate of the Industrial College of the Armed Forces.

The Newman Partnership, Ltd., has offices in New York City; Columbia SC and Amsterdam, The Netherlands.

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SELLING YOUR PROGRAM TO YOUR BOSS®

NEWMAN'S CHECKLIST FOR GETTING IT BOUGHT

1. EVERY PROGRAM, EVERY PROJECT, EVERY BUDGET LINE ITEM SHOULD BE "SPONSORED" BY SOME LINE MANAGER OR OTHER STAFF-DEPARTMENT.

If one of them can't relate your project to his/her business goals, why are you bothering to do the project.

2. BE IN THE SAME BUSINESS THE BOSS IS IN. SPEAK "TELEPHONE".

See your objectives in terms of the bosses' objectives - phrase your objectives in terms of traditional telephone service or telecommunications equipment objectives.

3. BE SPECIFIC AS TO WHAT EACH PROJECT IS TRYING TO GET A KEY TARGET TO DO-NOT DO-LET THE BOSS DO.

What are the behaviors you are trying to elicit or reinforce? From whom are you seeking these behaviors? How will these behaviors help your boss reach his/her objectives.

4. SPEAK THE SAME LANGUAGE AS THE BOSS. IT'S CALLED "MONEY".

- a. Be able to read and understand Contel's three key financial statements - the profit statement, the balance sheet, the flow-of-funds statement.
- b. Understand how they compare against target, against the industry norms?
- c. Show where your programs and projects will favorably impact one or more of these key financial statements.

5. UNDERSTAND THE "MAKE-OR-BREAK" FACTORS IN YOUR INDUSTRY, YOUR COMPANY, THE BOSSES JOB, YOUR JOB.

Show how your projects will make a significant difference on these "make-or-break" factors. Concentrate on impacting "make-or-break". Let the unimportant stuff go.

6. HOW WILL YOU KNOW YOU ARE SUCCESSFUL?

Get the boss to define the evaluation standards before you even begin the program. Design in your yardsticks of measurement.

7. ALWAYS HAVE PLAN "B".

Build in on-the-way milestones for checking progress. Be prepared to blow the whistle on your self and switch to an agreed-upon PLAN B.

8. SAY "NO" OR POSTPONE PROJECTS THAT HAVE LESS THAN A 50% CHANCE OF SUCCESS?

Why plan to fail?

9. KNOW HOW YOUR BOSS LIKES TO LISTEN.

Bottom-line benefits first, or "take it from the beginning".
"Overview only" or "Give me all the gory details".
"Never on Mondays" or "Only on Fridays".

Know how the boss likes to be presented to, and when he/she is receptive.

10. TREAT YOUR IDEAS WITH RESPECT.

Don't send them in by mail. Mount an appropriate presentation.

11. KNOW WHO'S IN THE HUDDLE.

Who will the boss check your idea with? Pre-clear it with them to give them ownership of your idea?

12. PLAN EVERY MINUTE.

Define the purpose of the presentation meeting. What do you need?
What else would you like to have? What are you offering? What resistances will you encounter?

13. WATCH BODY LANGUAGE - YOURS, THE BOSSES', THE ORGANIZATION'S.

Does your plan fit into the corporate culture? or seek to change it?

15. SINCERELY WANT TO MAKE THE BOSS "RICH", OR AT LEAST "FAMOUS".

Bosses can tell when the purpose of the plan is to help you, not them.

16. DON'T LOOK FOR AFFECTION FROM THE BOSS.

You're there to do a piece of work together, not satisfy your need to be loved. Respect? Yes. Affection? Irrelevant.

17. YOU ONLY NEED TO WIN 50.1% OF THE TIME.

Concentrate on winning the important ones. No one scores 1000.

18. WOULD YOU SPEND YOUR OWN MONEY THIS WAY?