

**THE INFLUENCE OF PAUL GARRETT
ON GENERAL MOTORS PUBLIC RELATIONS AND
THE DEVELOPMENT OF CORPORATE PR**

by

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THESIS

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DEDICATION

This thesis is dedicated to the memory of Paul Garrett, visionary and public relations pioneer. It also is dedicated to the many men and women of General Motors' public relations departments -- past, present and future -- who, like Garrett, deserve accolades and the accompanying respect for being leaders in the public relations profession.

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A special thanks to my parents for their love and support. To my Mom, who suggested I go into public relations, and to my Dad, who encouraged me to work for General Motors.

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CHAPTER I: INTRODUCTION

Purpose

Since public relations is a relatively young profession, having begun around the late 19th century, there is not a plethora of historical literature. Most early public relations literature is either autobiographical or biographical accounts of public relations counselors with little being written by or about founding corporate practitioners. Accounts of industrial public relations seem to agree that one man played a significant role in the development of corporate public relations -- Paul Willard Garrett. He also is "generally credited with establishing public relations as a management function within a large corporation" (Burton 8).

Garrett was hired by former General Motors president and later chairman, Alfred P. Sloan, Jr., to become GM's first public relations director. He eventually became vice president in charge of PR. He was "the first public relations director to gain vice presidential status with a large industrial organization" (Bloomer A-18). His public relations career at GM spanned 25 years from 1931 to 1956. Public relations researcher and author, L. L. L. Golden said, "In this quarter-century Garrett developed one of the few effective public relations departments in the country" (Consent 105). Garrett's GM biography said he "was one of the trail blazers of his profession. He has contributed as much if not more to the development of industrial public relations than any other one man in the field" (1956). During his life, he was called "brilliant" and was considered to be "one of the foremost authorities on public relations in the country" (Plackard and Blackman 112).

GM president Harlow Curtice introduced Garrett at a management conference

in 1955, before Garrett's last internal speech. His high praise is proof Garrett accomplished all he had planned. According to Curtice:

..... How people regard us is most important to our progress. It is a responsibility that all of us must share if we are to improve our position with the public.

When Paul Garrett joined General Motors in 1931, his staff consisted of one secretary. He built General Motors public relations literally from scratch. He has been responsible not only for originating most of the wide range of public relations activities in which General Motors is a leader but for many of the broad concepts that have to do with our relationships with the public (*Speech 68, 1).

The purpose of this thesis is to explore Paul Garrett's career at GM by analyzing his internal and external speeches, of which there are 74, in order to document and illuminate the claims that Garrett was a major impetus in corporate PR's growth and direction. The results of this study will provide a better understanding of the history of corporate PR and the impact Garrett had in its development and direction.

Rationale

Paul Garrett is mentioned in many of the major public relations textbooks (PRSA Taskforce 12) as having been a leading contributor to PR's growth, however, his significance is seldom substantiated. In addition, less space is given to the development of corporate PR than to founding counselors and agencies. For instance, in Cutlip, Center, and Broom's Effective Public Relations textbook (1985), only two

(*For reader ease, speeches will be referenced as such by speech and page number which correlates with the speeches in the bibliography.)

sentences are devoted to Garrett: "GM did not set up its own department until 1931, when it brought in Paul Garrett, another influential pioneer. At GM Garrett built an innovative corporate program which was widely copied by other corporations" (43). These two sentences offer students no information as to why Garrett was an "influential pioneer," or what "innovative" programs he developed that other corporations "copied."

Besides these frequent but small biographical accounts in PR textbooks, Garrett also is lauded in early PR literature. A 1949 PR text discussed a recent survey of 1,000 practitioners and business executives about the PR profession. In response to which organization had the best PR, GM was the leader. In addition, Garrett headed the list of candidates who were considered to do the best public relations job (Plackard and Blackman 255-8).

Garrett is mentioned with respect for his contribution to PR in the industrial setting, and many of his speeches are either reprinted in their entirety or cited. In addition, he is credited with having been a force in making PR a management function. "Garrett knew instinctively what others later learned the hard way: that, to be effective, the public relations director must operate at a policy level with the full support of top management" (Golden, Consent 99).

His "recipes" on how to achieve management's support and to develop comprehensive PR programs are often quoted. Averell Broughton wrote about two of Garrett's speeches in his 1943 text. He said, "These and other talks have been useful and important in the development of public relations understanding among business men" [210 (Speeches 5, 15)].

Despite the obvious respect for Garrett's contributions, as evidenced by frequent

literature mentions, his ideas and works have never been collected or studied in their entirety. Due to this, his accomplishments can currently only be lauded with little explanation as to why he advocated what he did. In order for Garrett's philosophies to be studied, and emulated by students and practitioners, it is necessary to collect his writings and to outline his PR theories and maxims, therefore, condensing his thoughts.

As a General Motors public relations employee, the writer had both the access to and permission to use information on Garrett from GM's archives. Files on Garrett are extensive and contain news clips, articles by Garrett and speech reprints. In the literature review, Garrett was rarely quoted extensively unless one of his speeches was reprinted, therefore, Garrett's impact and words are usually someone else's interpretation of what was thought important in corporate PR practice.

Cultural historian Marchand said, "We may ultimately find that some of the most perplexing, unanswerable questions in cultural history can best be approached, although never entirely resolved, through the kinds of evidence that corporations, through astute archival practices or passive accumulation have preserved" (105). GM's archives of unpublished documents and forgotten speeches provided material for the basis of the thematic analysis of Garrett's PR philosophies. It also led to the discovery of the rationale behind many of Garrett's recommendations and actions by putting them into context of the history of GM and early public relations practice.

The bulk of information contained in GM's archives about Garrett consists of his speeches. Twenty-five of his 74 speeches were reprinted in pamphlets and booklets. Many of the pamphlets contain illustrations, photographs, charts and some are in color. According to Dudley Britton, one of Garrett's speech writers, it was popular during

that era to reprint speeches, not only at GM, but at other companies as well. Britton said, "the higher you rose the more pamphlets you had."

Significance of Study

A historical study of Paul Garrett is significant for many reasons. Edward Bernays, in his book Public Relations said, "Knowledge of the past is basic to an understanding of the present and future" (11). Thus, it is important to reveal how corporate public relations developed and reasons for its development. And, since Garrett is credited as being one of, if not the leader in corporate public relations development, who better to study? And, since he worked for General Motors, his PR philosophy is said to have been emulated elsewhere.

The fact his speeches were cited or reprinted, in then contemporary public relations and business books, suggests his philosophies and corporate PR programs inspired and served as a guide to other practitioners. According to Golden, "What Garrett said, wrote, and did for twenty-five years is as fundamentally valid today as it was during the period when he was developing his theories" (Consent 106).

According to the Public Relations Society of America (PRSA), 38.4 percent of its 15,357 members are in commercial or manufacturing organizations. Second to corporate members are those employed in PR firms or in PR departments in advertising agencies -- 29.2 percent of the total membership ("Membership"). Thus, corporate public relations is a leading discipline, yet an under-studied one compared to counseling.

As early as 1939, Fortune magazine noted the disparity of information and understanding between corporate PR practitioners and counselors. In a comprehensive

article on the growth of public relations in business, Fortune said:

Public relations is more than a tricky phrase covering an emergent concept of business. It is also a number of groups of people who are beginning to give the concept form. First and most familiar of these groups are the public relations counselors. . . . Another group, less generally known, is made up of the men who are regular employees of the corporations they serve. Paul Garrett, Director of Public Relations at General Motors, Arthur Page, Vice President of American Tel. & Tel . . . (Public 86).

Garrett, in addition to founding counselors, is discussed in PR textbooks. The difference in descriptions is that little is written as to what Garrett specifically advocated in corporate PR. In November 1990, Denny Griswold, founder of PR News, asked in her publication, "Why don't PR professionals know more about the leaders who helped build the field? People like Paul Garrett, Arthur Page, Carl Byoir, Edward L. Bernays?" (4). Therefore, this study of Garrett provides valuable insight into the early days of industrial PR and elicits recognition for the contributions Garrett made to the public relations profession.

This thesis will be a valuable addition to the body of historical knowledge and will likely serve as a resource and catalyst to textbook writers and PR historians. Without this research, and the information it reveals, there will continue to be a void of historical corporate PR literature particularly concerning Garrett's contributions. In addition, the disparity between the literature on corporate practitioners and counselors, mentioned as early as 1939, will continue to exist.

Overview of Related Research

Historical public relations literature, what little there is, attempts to define the emerging field rather than to analyze and document it for posterity; consequently,

Fortune magazine also gave an early account of Garrett's contributions to GM and public relations. In the last of a series of four articles on GM, Fortune highlighted how PR and Paul Garrett had assisted GM in its growth. According to Bernays, "This was the first time an important magazine had reported a corporation's public relations" (Public Relations 112). The article referred to "intelligent public-relations policy" and said, "Probably no public-relations man has given fuller expression to such a policy than Paul Garrett" ("GM IV" 148). The article discussed his philosophies, one of his noteworthy speeches, and innovative programs he began at GM.

In addition to the chapters, articles and monograph, three books serve as a primary overview of early corporate practice and Garrett's contributions: Golden's Only By Public Consent: American Corporations Search for Favorable Opinion (1966), Marvin Olasky's text, Corporate Public Relations and American Private Enterprise: A New Historical Perspective (1987) and Glenn and Denny Griswold's book, Your Public Relations: The Standard Public Relations Handbook (1948).

Olasky's book is the most recent addition to the body of knowledge. He traces the evolution of PR from the early 19th century through the present. He discusses the corruption that occurred and bribes that were made to ensure advantageous newspaper coverage and governmental rulings as well as the positive inroads into educational and community relations. He primarily focuses on the railroad and utility industries with a mention of Garrett. "Many individuals led the way toward a greater corporate public relations consciousness. At General Motors, Paul Garrett emphasized for over 25 years that partnership between government and business was inevitable" (99).

Golden's book, Only by Public Consent, provides the most comprehensive study of Garrett. He devoted an entire 68-page chapter to the development of public

relations at GM. The first 22 pages focus exclusively on Garrett. The remainder of the chapter dealt with Garrett's successor, Anthony De Lorenzo, and how GM's 1968 PR department operated. For his chapter, Golden interviewed Sloan, Garrett and De Lorenzo, which is a departure from the majority of writers who only interpreted existing literature and documents.

Golden's chapter begins by discussing why Sloan decided to hire Garrett to begin a public relations program: "Sloan believed that the period of public turmoil would be long-lasting; and decided that he would look for a man who would be able to interpret the corporation to the public, and, in turn, help him try to understand what the country was thinking" (97).

In the book by the Griswolds, three separate PR contributors, including the authors, identified Garrett as one of the leading corporate practitioners. Griswold and Griswold called him a "modern pioneer" (9). Pendleton Dudley listed Garrett as one of the current practitioners who held "top positions in management" because of "their experience and background in public relations" (52-53). John Wiley Hill wrote, "there are still relatively few specialists in the principles of corporate and industrial public relations. Some of the men in this limited group occupy important offices at or near the top of great corporations like United Steel, General Motors . . ." (83).

Beside literature which focuses on Garrett, Ray Hiebert's Courtier to the Crowd: The Story of Ivy Lee and the Development of Public Relations (1966), is of particular significance to the study of Garrett. Hiebert provided a scholarly historical portrait of PR counselor Lee's contributions to the emerging field. In the preface to his book, Hiebert said: "Analysis of his life [Lee] and contribution has remained fragmentary, primarily because source material was made available only recently.

This, then, is the first full-length biography of the public relations pioneer to be prepared for publication" (xi).

Much of Hiebert's analysis is derived from unpublished, privately-held documents from archives, such as the Rockefeller archives, and from the Ivy Lee Papers at Princeton University. The Ivy Lee Papers provided primary source material and included such documents as Lee's diaries and personal letters as well as a variety of material he wrote for his clients which he considered confidential (321). In addition, he conducted personal interviews with Lee's family, friends and colleagues (322). Hiebert's extensive research and writing validates this more modest research and historical thesis since the same research methods were used but to a lesser degree.

Methodology

Raymond Miller said in the introduction to Hiebert's book: "His biography of Ivy Lee is a significant historic document. We lack similar knowledge of many other public relations pioneers because few records have been available, and those that were have not been woven together . . ." (xv). This thesis will follow several of Hiebert's research methods: literature search and overview; an analysis of the content of Garrett's writing both from his articles and speeches; and personal interviews. Similar to Hiebert's work on Lee, this thesis will expand and personalize Garrett's contributions to corporate PR. Just as Hiebert's book added to Lee's significance and respect, so too will this more modest thesis add to the knowledge and respect for Garrett.

Since there was access to unpublished documents, and the present literature on Garrett has not been consolidated, this research will be a significant contribution to the

body of literature. These research methods will provide insight to the major questions of interest which will be discussed throughout this section.

Due to the historical nature of this thesis, a chronological approach to Garrett's PR and business philosophy development was taken. To best understand Paul Garrett and his impact on General Motors and corporate public relations, it was important to provide an historical overview of several areas.

First, Garrett's early years will be described. Second, his work as the financial editor of the former New York Evening Post and as a widely-published financial writer will be examined. Third, a brief overview of his days at General Motors will be reviewed. Lastly, a necessary but cursory study of the nature of corporate public relations practice prior to and during Garrett's GM career will be explored. These four steps helped to clarify why Garrett is credited in literature, and in PR textbooks, as being a corporate public relations founder.

Following the historical overview, the second stage of the thesis is a review of the many speeches and articles Garrett wrote while at General Motors for message content. These speeches and articles were found in the historical archives at the General Motors Building, its world headquarters, and the location from which Garrett retired. In addition, the PR sections from GM's annual reports also were studied for thematic content. By analyzing Garrett's own words, much of his thought process was revealed. Ultimately, this information helped to condense his thoughts on public relations, found in his speeches, into his maxims of his early PR practice. It also helped to answer the question: what were the recurring themes in Garrett's writings and in his advice given to both management and other PR practitioners? A final facet of this section is a theme analysis of the PR sections contained in GM's annual reports

during 13 consecutive years.

The third research stage, personal interviews, provided additional information into Garrett's practices. Interviews were conducted with four individuals who worked for or with Garrett during his tenure at GM. All of these individuals are GM public relations retirees.

These individuals lent additional insight into Garrett's relationship to Alfred Sloan and to other GM executives. They also knew about Garrett's speech making habits, whether he wrote his own speeches, initiated the invitations, why he put the speeches into pamphlets, who received the pamphlets and whether he was considered to be a good speaker. These close associates were able to discuss his personal characteristics and what they believed made him a pioneer. Most of these questions would have remained unanswered without the memory of these early PR practitioners. They provided a vital link to the exploration of Garrett's past.

The first interview occurred in June 1991 with Ralph W. Moore who since died on September 28, 1991. Moore began his GM career in 1923 and retired 38 years later as director of field operations on the public relations staff. Moore met Garrett the night he joined GM in 1931, and from that time interacted with Garrett as a colleague and friend throughout Garrett's tenure (Moore). The interview was based on many of the major questions of interest. It helped in developing an interview schedule and it expanded future interview and research directions (see appendix).

The second interview was with Anthony De Lorenzo, Garrett's successor and GM's second PR vice president. De Lorenzo began his GM career in 1949 following a decade as a reporter and five years at a PR agency (GM News 1979). Two years before Garrett's retirement, he was made the director of public relations and had an

office next to Garrett's on GM's "14th floor." He remained on that floor until his retirement 22 years later (De Lorenzo 1992).

The third interviewee was Carmen Macksoud, who worked for GM in New York until recently. Macksoud was Garrett's secretary and assistant during the last four years of Garrett's GM tenure, and knew him after his retirement. She joined GM's public relations library in New York in 1941 (GM Biography, Macksoud, n.d.).

The fourth interview was with A. Dudley Britton, Jr., one of Garrett's many speech writers. Britton provided valuable information about Garrett's speech making practices. He joined GM in 1940 as a PR writer working on the World's Fair exhibit. Following the fair, he continued writing for the PR staff both in New York and Detroit. He retired in the early 1960s (Britton). His intimate knowledge of GM's early PR practice helped to answer many questions of interest.

The fourth chapter provides analysis of Garrett's personal and pioneering characteristics, the process of his speech making, his relationship to Sloan and a theme analysis of his speeches. The theme analysis helped to develop a list of Garrett's maxims -- phrases or examples he repeatedly advocated throughout his career.

The fifth chapter contains quotations from Garrett's articles and speeches which best represent the themes contained in his work. In other words, these quotes were Garrett's maxims. They were phrases he repeated at least once in almost a quarter of his speeches. Chapter five also contains general conclusions and offers suggestions for future research.

Throughout the thesis, examples will be used which describe how Garrett is portrayed in literature. Instead of including an entire section of these examples it is more interesting to include these passages when they relate to the specific section.

Having the freedom to disperse current and past literature within this structure provides a stronger more comprehensive treatise.

These interconnected research stages have led to answers to the major questions of interest, including Garrett's PR philosophies, and have provided substantive information as to reasons behind Garrett's high regard. Answers to these questions serve to qualify and illuminate Garrett's positions on corporate PR. Through this research, the historical body of public relations knowledge will be greatly expanded and will serve as a foundation for corporate PR practice. PR students and seasoned professionals will understand why Garrett was respected and emulated and hopefully incorporate his philosophies into current practice.

CHAPTER II: BIOGRAPHICAL AND HISTORICAL OVERVIEW

Garrett's Early Years

Paul Willard Garrett was born on November 27, 1891 in Lincoln, Kansas, to Sidney Lincoln and Ida Holcomb Garrett. He spent his young years in the Pacific Northwest, and received his early schooling in Wenatchee, Washington. He graduated Phi Beta Kappa, with a liberal arts degree, from Whitman College in Walla Walla, Washington, in 1913. Anthony De Lorenzo said Garrett used to say, "I come from a town so well liked they named it twice." Garrett specialized in economics, business and public law in college (Broughton 201). He also was active in many school activities and was president of the student council in his senior year (GM biography 1942). The following year he received his master of arts degree in political science from Columbia University in New York. In 1947 he was awarded an honorary doctorate of law degree from Whitman College (GM News Bulletin).

Following his graduation, from Columbia, in 1914, Garrett joined the Bureau of Municipal Research in New York City where he worked for one year. The next two years he worked with the Bureau of State Research of the New Jersey State Chamber of Commerce. In 1917 two of his books were published: Administration of the Full-Crew Laws in the U.S. and The State Police Problem ("Paul Garrett" 78). His work on state problems attracted the attention of Washington officials (Noble 48). In 1918 he was assigned to the War Industries Board in Washington D.C. He published a third book that year, Government Control Over Prices.

When World War I ended, he worked under Bernard M. Baruch to survey the government's experience in commodity price regulation during the war. When the

study was complete, the Industries Board dissolved and Garrett joined the American International Corporation where he supervised research projects from 1919 to 1920.

In 1920, at age 29, Garrett began his decade-long financial journalism career as a columnist for the former New York Evening Post, a conservative daily newspaper with a particular interest in business and finance (Golden, Consent 97). He wrote a column called "The Investor" for five years. In 1925 he became the paper's financial editor and his daily column, "Business Today," was syndicated throughout the U.S. (GM biography 1956).

Garrett's Financial Writing and Journalism Career

Garrett's extensive journalism background is an interesting facet of his career. Undoubtedly Alfred P. Sloan Jr., then GM's president, subscribed to or read many of the financial publications which contained Garrett articles. While at the Post, Garrett also covered the automotive industry (Golden, Consent 98). Thus, it is likely that his work brought him to Sloan's attention (Noble 48). Garrett said in the course of his editorial work he "came into contact with many important people in American business and industry. The executives at General Motors had been giving a good deal of thought to their developing public relations problems. I was asked to undertake the assignment" (Broughton 201-2). In addition, Ralph Moore, a Garrett colleague, said he believed Garrett had interviewed Sloan for an article prior to joining GM.

Garrett's early articles also lend insight into his business philosophy. To provide a glimpse of Garrett's background, six of the articles Garrett wrote between 1925 and 1930 were reviewed. All six are financial articles, each from a different publication, and were found in the GM archives. An interesting question, although

one which will never be answered, is whether the articles were archived before or after Garrett joined GM.

Garrett's articles are very detailed, filled with financial background, forecasts and analysis on a variety of subjects. The articles primarily deal with finance, however, most also have a political overtone and show his understanding of how government affects business.

Due to his position as financial editor of the New York Evening Post, it appears his articles were well regarded. For example, in a 1927 issue of Financial Digest, the inside cover has a full-size copyrighted portrait drawing of Garrett. In the Financial Survey, a favorable editor's note prefaces Garrett's article on how politics affects business prosperity. It said, "Perhaps no analyst is better fitted to comment upon the question than Paul Willard Garrett, famed financial editor of The New York Evening Post" (21).

Garrett alluded to the strength of the auto industry in one article (Prosperity 21), and specifically mentioned GM in another. In that article he discussed the strength of individual stocks and used GM as an example ("Forces" 1392). Later in the article, written less than a year before the historical 1929 stock market crash, Garrett offered an ominous warning which shows his vast understanding of the fledgling stock market:

So long as the tide of prosperity holds high the public will not easily lose faith in the stock market. The time may come in 1929 when either the stock market will have to give way to business, or business to the stock market. If the public follows its present bent it will continue to buy stocks -- as long as it sees on every hand unmistakable signs of prosperity. But if it bids stocks up high enough on borrowed funds the time will come when this very rush for prosperity stocks will kill prosperity ("Forces" 1422+).

In a 1929 article, Garrett called financial reporting an "art." He discussed the importance of reader confidence and said, "It takes more than accurate quotations and more than spice in the news to maintain reader confidence -- it takes complete coverage" ("Financial" 26). This discussion of financial reporting as an art, and Garrett's deep concern for a publication's readers, is similar to his later regard for GM's publics and PR as an occupation.

According to Broughton, Garrett, like Arthur Page, approached his new PR career as a former editor with a "mature point of view."

[Garrett] was an editor not only accustomed to the objectivity of the business and social writer, but with the habit of philosophy by virtue of his work; he was not only accustomed to seeing things as they were and from his own angle, but to inquire as to *why* they were that way. He was accustomed to looking beneath the surface (202).

His ability to ask tough questions and to be objective are likely reasons Sloan hired him.

Garrett at General Motors

Garrett began his General Motors career as director of public relations, in New York City, on May 1, 1931, at age 39. Alfred Sloan, who had been president of GM since 1923, realized the country was still in turmoil following the stock market crash and did not feel it would end soon. Golden said, Sloan hired Garrett to "interpret the corporation to the public, and, in turn, help him try to understand what the country was thinking" (Consent 97). Golden also said:

At the time Sloan hired Garrett the publicity for GM's products was handled by the agencies that had the advertising accounts for the corporation's divisions. Stockholder relations . . . was barely in existence. . . . There was no attempt to work with the

communities in which the company had plants, nor was any attention paid to schools or to opinion leaders. Employee relations were neglected. GM turned out cars and that was that ("PR" 78).

During a retirement interview, Garrett said, "I would have taken the job even if Sloan hadn't doubled my newspaper salary.' Garrett says, 'I had never been too impressed with the manner in which companies were trying to explain themselves to the public'" (Noble 48).

Garrett succinctly explained why industry was suffering at the time he joined GM in a 1943 speech, "The Fourth Dimension of Public Relations." He said it was common practice in the twenties to "say nothing and saw wood." However, in the thirties, business became more complex and the public could no longer "relate the contribution of one company to the economy as a whole." No longer being able to understand business, people began to believe inaccuracies about organizations. Garrett told other business leaders, "We manufacturers did not bother or did not know how to explain. So business floundered. It lost by default in many instances" (Speech 20, 5).

Garrett began his GM career with a goal to eliminate misunderstanding of industry. As his first assignment, he was told by Sloan to study GM and then to set up a PR program -- Sloan said it would likely take six weeks. Garrett repeated the story of how he needed more time to study the company before making any recommendations: "I blinked . . . and told him [Sloan] it would take me at least six months to visit all divisions and key men before I would have an idea of what GM needed." He was then told to take as long as he needed (Noble 48). Moore said, "After Mr. Sloan appointed him [Garrett], he really spent two years studying General Motors."

Garrett began to develop PR into a management function as soon as he joined

GM. He believed, to be effective, he needed management's support, including Sloan's. He gave up a large office on another floor in order to have a small office on the same floor as Sloan's. "Garrett knew that proximity to the center of power would have its influence on others in the company" (Golden, Consent 102).

Beside his proximity to Sloan, Garrett suggested a public relations committee be formed with him as chair and to include Sloan and other key executives such as the executive vice president and the vice presidents of distribution, sales and merchandising and labor relations (Speech 28, 13). Sloan issued a directive in December 1931 which gave the committee general supervision for public relations; the press and all publicity relations; stockholder relations; trade representation; institutional advertising; radio broadcasting; other related functions; and the "development of good will" (Golden, Consent 103). The committee, called the public relations policy group, met monthly (Speech 28, 13).

Garrett used the committee to create understanding of and acceptance for his ideas. These ideas later developed into his themes. Golden said throughout his career "Garrett carried on a continuous educational effort, explaining that everything a company did, every decision made, had an impact on the relations of the company with the public" (Consent 104).

In addition to the formation of a PR committee, Sloan showed his support of Garrett in other ways. For instance, at Garrett's suggestion, he added a section on public relations to GM's annual report beginning in 1933 (Golden, Consent 104). It also was Sloan who helped shape early public relations. According to Golden, Garrett would not have accomplished much without him. "No corporation's relations with the public can be better than the sophistication of the chief executive" (Consent 109).

Garrett's influence continued past Sloan's career. He also worked with equal success for GM chairmen Charles E. Wilson and Harlow Curtice.

An indication of Garrett's worth is seen in his salary. In 1935 he made \$26,732 with his bonus. This compares to Ford Motor Company's W. J. Cameron who received \$23,223, Arthur Page of American Telephone and Telegraph who earned \$49,500 and to General Foods' Verne Burnett's \$18,000 ("Public is Not" 109). Not only was Garrett well paid in the PR industry, but in General Motors. In 1936, 20 executives had salaries of more than \$50,000 and 55 others, including Garrett, earned between \$20,000 and \$50,000 ("Alfred" 112).

An additional indication of Garrett's worth is seen in the size of his staff. By 1939, he had a staff of more than 50 people and a \$2 million budget ("GM IV" 148). This is particularly novel since only one out of 50 companies had PR departments in 1936, let alone a large staff like GM's ("Public Relations Today" 41). In 1949, a PR textbook said, "There is no better illustration of how a public relations organization works than that furnished by the largest industrial corporation in the world -- General Motors" (Wright and Christian 59).

Garrett was elected vice president in charge of public relations for General Motors on May 6, 1940. According to Fortune, it was "the first such appointment for a large industrial company" ("Business is Still" 68). A few months earlier, on July 19, 1939, Garrett married Lillian Giggs, a former Ziegfeld girl ("Ex-GM" 1). According to his New York secretary, Carmen Macksoud, Garrett and his wife were very social. "They were quite popular and did a lot of things with the so called social set of the city and in Florida where they had an apartment at the Surf Club" (Macksoud). They never had children.

In June 1946, Garrett went to Detroit to work at the General Motors Building although he continued to work in New York as well. Macksoud said, "Mr. Garrett was a New Yorker at heart." Garrett's affinity with the state began when he attended Columbia. In a retirement interview he said, "New York was the attraction. New York is the most stimulating place anyone ever dreamed of" ("Paul Garrett" 78).

When he transferred to Detroit, he stayed in a hotel rather than buy a house. He was supposed to work in New York at least one day per week but he always "stretched it out" (Macksoud). According to De Lorenzo, Garrett's two-city residence was "controversial. . . . A lot of people objected that he didn't live out here [Detroit], but he convinced them that there were a lot of important things to do in New York, too" (1992).

Garrett retired on December 31, 1956 at age 65. Upon his retirement, GM's board of directors recognized him for his contributions: "He has effectively emphasized in General Motors Corporation over the years the importance of early recognition at the policy making stage of the public relations aspect of any managerial step" (Golden, Consent 109-10). Essentially this says Garrett succeeded in making public relations a management function during his tenure.

In an Advertising Age interview before his retirement, Garrett said:

I retire from this fine company on Dec. 31. At 9 a.m. on June 2, I plan to be in my own office. I'm not going to put out any shingle or solicit accounts or set up a staff. But I'll be available if some three or four companies need a little counseling on the basis of my background ("Paul Garrett" 78).

He ended the interview by saying he liked to study companies and would do it whether or not he was paid. Garrett returned to New York to open his practice at Rockefeller Center. According to Macksoud and De Lorenzo, Garrett never did obtain

any accounts, however, he may not have tried due to his busy schedule handling his personal affairs.

In 1971 Garrett endowed a chair at Columbia University in the Graduate School of Business. The Garrett Professor of Public Policy and Business Responsibility was devoted to the study of business and its relationship to society. According to an internal GM management bulletin, Garrett's chair was thought to be the first of its kind at an American university. It is not surprising Garrett endowed a chair devoted to business. In 1947, during a commencement address at his alma mater, he said, "If I had your chance I would become a disciple of good management for what it can do in America. . . ." (Speech 29, 11).

Garrett died on November 19, 1980, at age 88, 12 years after his wife. A memo to GM management said he had been in failing health for a number of years. An attached note said, according to his two surviving sisters' wishes, there would be no public announcement of his death (GM New Bulletin).

In 1977, Garrett was declared mentally incompetent in a court proceeding, and the conservators of his estate won their case against Garrett's last secretary, Helene Barak. Before his death, Garrett had given Barak two Renior paintings and \$1 million worth of stock which had to be returned. In January following his death, according to his will which was made in 1977, Barak still received one Renior, \$1 million and his New York Park Avenue apartment. Garrett bequeathed his two other secretaries, Emily Martinson and Carmen Macksoud, each \$5,000. Garrett's surviving sister received \$500,000 and most of his remaining \$5 million estate went to his alma mater, Whitman College ("Ex-GM" 1).

Early Corporate PR Practice

Public relations is a relatively new profession, however, "Like most human endeavor, public relations evolved to fill a need. It has no clear-cut beginnings" (Burton 3). Although it is difficult to fully account for the development of public relations, corporate public relations, as practiced by Garrett, is easier to trace since it is more recent. PR textbook writers Cutlip et al. said, "The public relations function has had its most extensive development in business and industry" (474).

Since PR appears to have prospered in the corporate arena, it is important to understand Garrett's specific role in the development of industrial public relations, and at what point and in what context Garrett began to practice PR. According to Raucher, PR continued to grow throughout the 1930s. The growth "became so phenomenal after World War II that the origins and early history of public relations were dwarfed and forgotten. Evaluation of current developments must consider that past" ("PR and Business" xi). As he suggests, it is important to understand what led to Sloan's decision to hire Garrett by examining the greater business environment.

"[T]he major use of public relations in the eighteenth and nineteenth centuries was mainly in the political and government spheres. Business and industry, the major users of modern public relations, were relative latecomers on the public relations scene" (Simon, Concepts, 1980, 26). The growth of these "giant corporations" and their "concentrated economic power challenged deeply ingrained popular attitudes about individual autonomy and opportunities" (Raucher, "PR in Business" 20). It was during this time that fear and mistrust of large organizations began to develop.

Corporate PR began in the late 1880s, however, not to the degree of the counseling practice. It began to "materialize when U.S. business started to recognize

that the same public it depended upon for its livelihood also had the power of the vote, free speech, and the freedom and ability to organize in its own right." This awareness of public opinion began to develop in the late 1880s (Burton 3-4).

The "oldest conscious and continuous public-relations program in American industry is that of the telephone company." It goes back to 1883 when executive Theodore Vail wondered what affect a rate change would have on public opinion" ("Public Is Not" 86). In addition to the telephone company, the railroad industry used public relations techniques although often in a dishonest way in the beginning. Bribes and payments to newspapers, to ensure positive media coverage, were common practices (Olasky 19). Later, as the industry continued and professionals such as Lee became involved, railroad executives began to practice social minded PR tactics such as making philanthropic contributions to local organizations (Olasky 29).

"After 1900, enterprises of all sizes shared the hostility toward business generated by liberal reform and radical critiques of capitalism in this country." This was a result of increased regulation and government activities. Industry, therefore, did not enjoy the public "good will" it had in the last century (Galambos and Pratt 92).

Before the first world war, "although many corporations established their own publicity or public relations departments, businessmen were not yet sufficiently interested in that work to support many independent agencies" (Raucher, "PR and Business" 93). Raucher said, "The most significant development in public relations policy appears to be the spread from utilities and railroads to other industries" due primarily to Lee's and a few others influence and work ("PR and Business" 113).

Following World War I, many people, including Lee, became PR practitioners and began firms. This was a result of "the highly successful use of public relations

techniques in World War I by the Creel Committee on Public Information" (Simon, Concepts, 1980, 26). It was during this time corporate publicity techniques prospered. In addition, businessmen were active in local organizations and "'civic reform' movements" to win the favor of both internal and external publics (Raucher, "PR and Business" 66).

Many of the first corporate PR practitioners were counselors such as Edward Bernays and Ivy Lee rather than employees of the corporations themselves. In addition to Lee's agency, Bernays also advised many corporate clients and began his own firm in 1919 (Burton 7). These men, and others, built the corporate PR foundation Garrett nurtured throughout his General Motors career.

Description of public relations practice in the 1920s is divided. According to Goldman, it was during that time "some sense of the value of a sound public relations approach had begun to simmer" (65). Fortune provides an opposing view in a 1949 article: "The twenties, by and large, were not an era of anything properly described as good public relations" ("Business is Still" 200). Regardless of whether good PR was being practiced, business was looked on favorably but not because it earned respect but because there was high employment and prosperity ("Business is Still" 200).

Business could no longer rely on the benefits of industry to sustain good will. Following the stock market crash and resulting depression, "Public distrust and misunderstanding of the motives and methods of businessmen had reached a new high" ("Public Relations Today" 42). In addition, "Attacking the businessman, the recent but now-fallen god, became almost a way of life, something to work off worry until the doctor could be located. Books and article broke out all over. . ." (Frantz 69).

The turmoil in the political and business environments "drove" business leaders

to adopt public relations practices in order for industry to survive. According to Harlow, "No longer could management be safe in carrying on activities involving thousands of employees and customers scattered all over the world without some cement to bind them together and give them a feeling of belonging to a single family" ("Historian" 34). The new stance was one of openness and communication.

Corporate leaders began to pay greater attention to public opinion during this era, however, they faced many obstacles. "The sheer size, diversity, and mobility of the American population created formidable obstacles to communication. To overcome these problems and to get their messages across to their publics, corporations began to employ specialists in the new field of publicity or public relations" (Raucher, "PR in Business" 20).

For these reasons, "No industry in America was more desirous of public faith than the youthful auto industry. No business was more closely wedded to the free enterprise system under which the assembly line had been given birth. None was more anxious for the return of a sound economy" (Hiebert 210). "Meanwhile, the automotive industry's new leader, General Motors, carried out an extensive public relations program to defend itself and the corporate system of capitalism. GM started that effort in 1931 when chairman Alfred P. Sloan, concerned about public hostility toward business generally, hired Paul Garrett, a New York newspaperman" (Raucher, "PR in Business" 24). However, Garrett was not alone in practicing PR in the automotive industry. Lee was a consultant to Chrysler although his death in 1934 prevented him from overlapping for long with Garrett's tenure.

During Garrett's early years at GM, and following the Depression and New Deal, other organizations began to turn to PR "for help in fighting against Roosevelt's biting

criticisms and his legislative reforms. There was a marked trend away from occasional and defensive efforts, and toward more positive and continuous programs, administered by newly established departments" (Cutlip et al. 46-7).

Nearly all the early PR practitioners, including Garrett, were former newspapermen (Raucher, "PR in Business" 20). That Garrett was able to assist in the development of the management function of PR is even more impressive since, according to Raucher, few former journalists who became PR practitioners between 1900 and 1929 were able to become management advisors. He said, "public relations men were limited to questions of tact and tactics. The available evidence does not reveal that former journalists were granted the status of advisors on basic economic policies of corporations" (Public Relations and Business 148).

Following the 1936 elections and the 1936-37 labor troubles, businessmen began to consider PR's merits ("Public Is Not" 83):

The year 1938 may go down in the annals of industry as the season in which the concept of public relations suddenly struck home to the hearts of a whole generation of businessmen. . . . Indeed, during 1938 there was scarcely a convention that did not feature an address on public relations, scarcely a trade magazine that did not devote some space to the subject, scarcely a board of directors that did not deliberate weightily on the powers of the new goddess ("Public Is Not" 83).

Garrett began his public life and advocacy for PR in 1938. He also made his most famous speech, "Public Relations -- Industry's #1 Job."

Next to the stock market crash and depression, the next surge of corporate PR practice occurred during and after World War II. "The war also focused sharp attention on the power of propaganda and public opinion and the ways it could be shaped" ("Public Relations Today" 42). For instance, Garrett made 12 defense era

speeches.

The primary theme of early corporate PR development was the need for industry to create good will and acceptance for its practices. By hiring Garrett, Sloan co-opted a former business reporter who understood industry, government and the current public hostility toward business. As will be seen, the most prevalent theme in Garrett's speeches is the need for industry to interpret itself, followed by the importance of industry, large organizations and capitalism. These two themes parallel and address the biggest need for GM at the time -- public trust.

Garrett's early life prepared him for the challenges he encountered at General Motors. Having an education rich in business, followed by a position with the government, gave him a good understanding of how each affects the other. This knowledge of government and industry assisted him as he continued to learn by covering business as a reporter. His communication skills and background made him the right candidate to assist GM in understanding the public and earning its trust. His job offer at GM was not unusual considering where corporate PR was headed at the time, however, how he approached his position was unusual. At that point in history, PR was not considered to be a management function -- Garrett changed the practice of PR by elevating it to a higher less task-oriented level.

CHAPTER III: GARRETT'S PHILOSOPHIES

Introduction to His Speeches

During his General Motors career, Garrett gave at least 74 speeches to internal and/or external audiences. His speech making was well known during his time. Golden said, throughout his 25-year career, "Garrett made scores of speeches and presentations" (Consent 106). From management presentations to media briefings, from PR forums to chambers of commerce, Garrett traveled to at least 17 states and 25 cities expounding his many philosophies. Evidence of the popularity of his speeches can be seen in the number of times his speeches are reprinted or cited in articles and in textbooks.

Of the 74 speeches which were read and analyzed for thematic content, 11 of the speeches were to internal GM audiences and 63 were external. However, 31 of the external speeches were given to the media and generally GM management members were present. Indirectly, through their presence and participation, Garrett was assisting his management philosophy. By co-opting management, he was ensuring support for his views.

In this speech section, several facets of Garrett's speeches are examined including the audiences, the themes, and programs he developed and implemented during his career. This analysis made it easier to discern the messages Garrett developed and stressed. Throughout the discussion, examples of programs and procedures will be reviewed. The term speech is inclusive and represents Garrett's public speaking while at GM even though terms such as "remarks" or "address" may have been used.

At the beginning of each era of speech making, a comprehensive overview will be provided and will describe the rationale behind the name and philosophy of the era. This overview will allow the reader to watch for certain nuances as analysis occurs for individual speeches. The writer did not know or plan to group the speeches into eras at the onset. The era discovery occurred between the first and second reading of the speeches. The speeches fell naturally into eras and parallel Garrett's growth as a PR practitioner with each speech in an era having a similar primary focus. Description of the individual themes will occur throughout each era, however, a comprehensive theme analysis will be saved until Chapter IV.

Garrett's speeches can be grouped into five distinctly different eras: the Observation Era, 1931-37; PR and Industry, 1938-40; the Defense Era, 1940-44; PR as a Management Function, 1944-47; and GM Across America, 1947-56. Early in the chapter, his speeches will be discussed at length, later it will be possible to summarize since many become repetitive. A chronological approach will be taken except where it makes sense to group similar speeches, however, this does not occur until the last era.

In addition, examples of programs Garrett began and implemented during his tenure will be an important component of the speech section. It is not the programs themselves which are necessarily significant, rather it is the philosophy behind Garrett's recommendations which reveal his creativity. The PR aspects of the projects will primarily be focused on, however, it will be necessary to list many of his ideas so the breadth of his thinking, and his understanding of the complexity of corporate business, may be revealed.

October 1931-37: The Observation Era

Each era of speech making is interesting, however, the first era has the greatest intrigue. During this Observation Era, Garrett only gave four speeches in seven years. He did not make any speeches, at least ones which were archived, during 1932, 1933 and 1935. Three of the four speeches were given to top GM management and the fourth to internal newsletter editors. As will be seen, Garrett later had the help of speech writers. It is doubtful, however, he had assistance with these first few speeches. Therefore, they are particularly important in order to understand the foundation of the remainder of his speeches.

These seven years were an incubation period for Garrett. He spent time learning about General Motors. His speeches reflect this since his plans are not well developed, however, the statement of the problems themselves seem well thought out. Garrett makes many observations about GM's strengths and weaknesses and offers possible solutions. These speeches are more thought provoking than action oriented. They seem to have been meant to inspire. There is a common pattern among them. The speeches go from a problem statement to a philosophy and suggestions for possible reform. The philosophies stated during this time are developed throughout Garrett's career. It is clear he had strong beliefs early and spent the following years extolling and implementing them.

Five months after Garrett joined GM, on October 3, 1931, he made his first presentation at GM's annual executive conference, a closed management meeting held at the Greenbrier Hotel, White Sulphur Springs, Virginia. According to Golden, who interviewed Sloan for his book, Only By Public Consent, "Garrett was not meeting an over-friendly group: to them, this new idea of Sloan's was not wholly acceptable.

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However, they gave Garrett the hearing that Sloan's backing assured him" (100).

According to De Lorenzo, Sloan began the Greenbrier conferences in the thirties with between 30 to 50 executives. Later, the conference grew to about 800 participants. Sloan "always included Garrett with the top brass of the corporation because he wanted him to be educated and to know what was going on. And to be able to interpret what was going on" (De Lorenzo 1992).

Garrett was still in an orientation period of studying the company when he made his recommendations in his first speech to the GM group. Even after five months, Garrett did not feel he adequately understood all of GM's problems. He ended his first presentation by saying his suggestions were not intended "to present a specific plan for adoption." Instead, he said, the purpose was to "provoke ideas of entirely different ways to accomplish the same objective" (6).

Fittingly, Garrett's first speech, "A Bigger and Better General Motors," could be called a speech of observation. He discussed what he had learned of GM during his first five months and offered several ideas to incite creativity in the organization. The first paragraph of the speech underscores his philosophy of instilling goodwill among GM's stakeholders. Garrett said he saw "the need for a co-ordinated program deliberately planned to improve our goodwill with the 123,000,000 prospective users in this country of some General Motors product" (1).

Goodwill, Garrett said, must begin inside the organization, with a company's employees, dealers and stockholders. He said, "Good inside relations is the Corporation's best avenue to good outside relations." This is a statement he frequently made throughout his career. Although he conceded it was "not the only avenue" (1). Garrett suggested a coordinated PR policy; dealer education; unified insignia for GM

divisions and in advertising; and better financial reporting. He also suggested the history of GM should be written in anticipation of its 25th anniversary, and that film be used as a PR medium.

Interestingly, the largest gap between any of Garrett's speeches occurs between the first and second. He gave his second presentation three years later, also to GM management, at the same retreat. It can be assumed Garrett spent the intervening years as a student of General Motors, learning the company and the system.

His second speech moves from observation to a directive. Titled, "The Importance of the Public," Garrett continued to advocate one of his greatest philosophies: the importance of the public and public opinion. This speech is more powerful than the first. Garrett was blunt and challenged GM management with his ideas for new programs for which he has already gained Sloan's support.

According to Garrett, business success is determined when an organization understands people. He added, "Leadership is built by attention to human wants, human relations -- public relations. No great business can grow in these days without it" (2). Garrett expounded on this human approach and said GM should "apply this simple philosophy of public relations in everything we do" (3).

In addition to applying the PR philosophy in everything GM did, Garrett mentioned another of his soon to be reoccurring themes when he told GM management, "It [public relations] is as much your job as mine" (4). Garrett cited Sloan's presentation at a dinner in Chicago to 600 industry and science leaders which "gave General Motors a priceless identification with scientific progress" (4). As a result of that exposure, GM received about 600 newspaper editorials and many page one stories. This event illustrates that Sloan was listening to Garrett, and, in the

interim between speeches, was following Garrett's advice -- PR is everyone's job.

It is important to note this initial step in developing PR as a management function. The first task is for management and all employees to understand their PR responsibility. Sloan, through the above example, began trusting Garrett from the beginning and became a visible spokesperson for GM. As Garrett's successes multiplied, such as the positive media coverage Sloan's event received, his regard with management likely rose and his counsel and suggestions were heeded.

In the same speech, Garrett told management about another of his themes -- the "inside/out theory of public relations." He said: "We need to cement our inside relations, one with another, from top to bottom, before we can hope to build good outside relations" (6).

He also advocated that each divisional general manager have a PR manager who "can interpret to his general manager public matters affecting the division." This is one of the first mentions of PR as a management function. Garrett separates PR from publicity in this speech and in others. He said, each "public relations man should have under him a good publicity man" (8). He mentioned Chevrolet had garnered such publicity in its Soap Box Derby. He said GM needed additional divisional publicity that "will attract and intrigue and fix public attention on our products" (8).

In addition to these suggestions, Garrett said GM needed better educational programs for "the youth of our land, who will in future years be our leaders in thought and our customers" (10). The importance of youth and education will manifest itself in many innovative programs throughout Garrett's tenure.

In a revolutionary proposal, Garrett suggested the company consolidate its programs and study the inconveniences that cause customers "ill will." These reports

would then be made periodically to the executive committee "with the same care that financial reports are made. . . . The time has come when it is as important for the Executive Committee to follow the course of public attitudes as the trend of earnings, for one governs the other" (13). During this publicity era of public relations, the bottom line mentality of public relations did not exist. The executive committee of GM was comprised of top management, including the chairman and president, therefore, this proposal was Garrett's first public step toward helping PR become a management function.

There is even greater evidence Garrett took the "hard line" in pushing PR to its managerial limits. He often took an adversarial role in these early speeches with management and told them in harsh language where GM was failing. In this speech, as in the last, Garrett said GM needed to "jump" its approach to advertising to catch up with "1934 psychology" (8). Advertising, as mentioned earlier, was under the PR committee's jurisdiction. The following passage not only illustrates Garrett's concern with GM advertising, but his courage to tell management what was wrong. The language is as shocking now as it must have been in 1934:

We pick our ads in a hurry by guess and by God and without reading. We who are notoriously aloof from the play of human emotions, of the public we want to influence, appear to have only one thought. It is to get something we like. We say 'I like this' or 'I like that.' Never in all the meetings I have sat through have I heard any intelligent consideration of the merit of one approach as against another, from the standpoint of how it will affect those we want to reach. . . . So long as the copy is safe, insidiously flattering to us, saying what we want the public to believe, dignified and dull, we give our O.K. and budget another million dollars. In engineering and in sales and in finance and in the law it is different, but in publicity and in advertising everybody figures he is an authority (8-9).

Garrett's third speech, "As Others See Us," is in the same vein as the other two

-- it was given to GM management at the annual executive conference on June 27, 1936. This is the second largest gap between his speeches and the first to be in pamphlet form. It is notebook size and has a picture of a fish swimming in a suspended fishbowl on the cover. Inside, the pamphlet is complete with newspaper clippings, cartoon drawings, photographs and typeset copy. The speech has evidence Garrett had created changes in GM's philosophy and in its programs at national and local levels. He said these new programs have led to more favorable media coverage. This is the first mention that favorable coverage is one of the goals of GM's PR efforts. In addition, the importance of the media eventually becomes one of his top five themes.

This speech was presented five years after Garrett joined GM. He continued to advocate two of his early themes: the inside/out theory and the importance of public opinion. "It is not enough that we follow in the wake of public thought. We must be leaders. We must anticipate public trends by listening more to what people tell us" (18). He also proposed a new theme of "GM as a good neighbor." He charged each GM location with the mission of representing GM and yet to "remain responsive to the parent organization" (11).

To accomplish the good neighbor goal, particularly in plant cities, PR committees were set up in each city consisting of key local leaders and GM executives. These committees began to have open houses and to invite business leaders and technical groups to tour the plants. Garrett said GM also has become "more human and helpful and frank with editors of local newspapers" in those cities (12). To illustrate this, Garrett pointed to the many favorable editorials and local news stories. "In plant cities we are beginning to witness a neighborly tone in the news and

editorials about us never experienced before" (12).

Garrett initiated employee activities in the form of clubs, picnics, bands, etc. He also advocated "mass approach methods" for reaching the public "which though often emotional rather than logical are, when properly employed, powerful means to accomplishments" (15). For example, he cited a Chevrolet program that showed "talking movies" to schools and clubs, and the distribution of booklets on safe driving. In less than one year, close to 5 million of these booklets were distributed.

Garrett said GM had the potential to influence its future customers through someone affiliated with GM, whether it be an employee, stockholder, dealer, product owner or supplier. According to Garrett, these "neighbors to the nation" represent one out of every four U.S. citizens (1). He ended the speech by asking why GM had not pursued public acceptance for its products and policies earlier.

About two years later, Garrett gave his fourth speech, this time to GM newsletter editors. He advocated much of what he did in his 1929 Texaco Star article. He told the editors to "keep their readership in mind" (2). Garrett's early career obviously gave him insight into serving the readers and high regard for internal publications and their editors. Unfortunately, only two pages of excerpts were saved, however, the themes are evident.

Garrett began by saying that 1938 will be GM's 30th anniversary and this fourth decade of history was a "new era -- the public relations era" and the major challenge will be to create "better understanding" (1). He also introduced the inside/out theory and reminded editors that their publications were serving the inside. He said PR is everyone's job. In addition, Garrett introduced another of his maxims, "the saying is not nearly as important as the doing" (2).

April 1938 - April 1940: The Era of PR and Industry

As noted, during his Observation Era of speech making, Garrett made only four speeches in seven years all to internal audiences. Garrett's second era differs radically. Four of the five speeches given during this "Era of PR and Industry," were given to external audiences and focused on public relations and business. The last of this era's speeches was given to the GM's Mens' Club.

Garrett made these five speeches in exactly two years. Although short, this era provides one of the best looks at Garrett's PR philosophies. It also shows Garrett preferred to begin his PR directorship by looking inward before ever making an official public appearance and presentation. He waited seven years before expressing his opinions on how public relations should be conducted. In other words, he began inside and worked his way out.

Some of Garrett's most prophetic speeches are contained in this era. Through his language and description he defines what public relations is and is not. His role, during this era, is that of an educator. He sought to share the understanding he obtained during the Observation Era. By observing industry, he learned the importance of communication and was now able to articulate that knowledge.

These speeches are substantive and well thought out. As a group, they epitomize the importance and necessity of PR and industry. His speeches easily could have been given today by another corporate PR leader. It illustrates what a visionary he was to have grasped the significance of PR and to be able to practice it successfully.

According to many, Garrett's fifth speech is perhaps one of his best discourses on public relations. Titled "Public Relations -- Industry's No. 1 Job," it was delivered

at the 21st annual convention of the American Association of Advertising Agencies on April 22, 1938. According to Golden, this was "the single speech that best explained what he thought business ought to do, in fact had to do, for survival" (Consent 106).

Broughton said this speech set "Something of a new milestone in public relations philosophy so far as industry is concerned. . ." (210). Additionally, his speech "remains one of the best documents for those who want to know what public relations can do, what it cannot do, what it is, and what it can never be" (Golden, Consent 107).

Garrett must have meant for his speech to be long lasting because he had it typeset and bound in pamphlets. Golden said, the speech had "wide distribution at the time he made it" (Consent 107). In a 1949 article, Fortune referred to Garrett's speech pamphlet as an "excellent booklet" and said it "is still much quoted" ("Business is Still" 68).

Sloan had the speech sent to every stockholder. In addition, "The newspapers gave it exceptional coverage. Editorials were written about the speech. It was reprinted time and again" (Consent 107) -- even as late as 1949 which shows the longevity of his ideas.

The reader also will notice that many of his key ideas are italicized which shows his grasp of their importance. In fact, many of these statements are the most quotable ones he made during his entire career and are frequently repeated in later speeches. Due to this reason, all typography will be cited throughout the remainder of his speeches including italics and underlines. Special typographical effects are used in both his published and unpublished speeches, therefore, the researcher feels it is important for these effects to remain since it reveals another facet of what Garrett considered noteworthy language.

Throughout many of Garrett's external speeches, he is a champion for private enterprise -- a theme he began with this speech. In addition, he specifically advocated the necessity of "big business." He attacked *"the fallacy of fallacies -- the strange belief that bigness in industry somehow is synonymous with badness, as if size had anything to do with morality"* (16). In order for industry to survive -- small or large -- it *"must learn to interpret itself in deeds and in words that have meaning to others than itself"* (3).

Seemingly obvious now, Garrett explained this approach in detail and said the key to success is an industry's customers. Businesses should *"plan their course mindful that their existence is of the consumer, by the consumer and for the consumer."* With such a conception of public relations we will not go far wrong" (23). In addition to customers, an organization's publics comprise "many over-lapping groups" (7). In 1965, Pimlott quoted Garrett's speech to point out the complexity of an organization's publics and listed Garrett's "over-lapping groups" ("PR Down to Earth" 21). This is more evidence Garrett's speech pamphlets were still around and being read and quoted.

Throughout his speeches, Garrett defined public relations by saying what it was and what it was not. He said PR is a term with many meanings, however, it is not propaganda, only telling the positive, or press agency. It is *"a fundamental attitude of mind -- a philosophy of management -- which deliberately and with enlightened selfishness places the broad interest of the customer first in every decision affecting the operation of the business"* (7). Burton credits Garrett with establishing PR as a management function and quotes Garrett's former phrase in his 1966 text, Corporate Public Relations (8-9).

Beside defining PR, Garrett discussed its importance. PR is not a "*specialized activity*" such as engineering, finance or sales, rather it "*cuts through all of these as the theme for each. It is an operating philosophy that management must seek to apply in everything it says and does*" (8).

Garrett said to create understanding:

Public relations must start not with what people ought to think but with what they actually do think. An opinion deeply rooted in consumer consciousness is just as much of a fact, as far as public relations is concerned, and just as important a fact to be dealt with, as a scientific finding from a research laboratory (17).

In order to accomplish this, Garrett introduced his inside/out theory:

The most obvious lesson any company can learn and seemingly the most difficult is that good relations outside grow from good relations inside. If there is any secret to success in building good public relations it is that you must begin at home and work from the inside out. Begin in the plant if you want to be well thought of in the plant community. Begin in the plant community if you want to be well thought of over the nation (19).

According to Burton, who reprinted the above directive, "This statement is the essence of corporate public relations and, indeed, the reason for its being" (9-10). Garrett continued to explain that a company's employees are the best link with the outside world -- "To outsiders those who work for a company are the company" (19). He advocated the importance of two-way communication to accomplish this and being a good neighbor through plant community relations.

Garrett said, "Living right is not enough. People must know you live right" (22). This short two-sentence phrase is the root of many GM programs to make others aware of the good things GM was doing -- even Garrett's speeches are an example.

He continued, "*The art of public relations is in the art of multiplication -- that is, the art of multiplying endlessly the good impressions of a company*" (22). Industry must also learn to be "*for*" rather than "*against*" so many things (23). To make sure the audience knows this is not only rhetoric, he cites his "doing is more important than the saying" theme (8).

Less than a year later, on February 9, 1939, Garrett delivered his sixth speech before the McGraw-Hill public relations forum which consisted of 75 business executives ("Editorially" 75). This speech appears to be a continuation of the previous speech. Instead of PR being "Industry's No. 1 Job," it is now "Industry's No. 1 Problem Defined." This speech also is in pamphlet form with a similar format. Although it is only half as long, it contains many of the themes Garrett introduced in his first industry speech and provides examples of programs GM had begun.

A Business Week editorial detailed the forum at which Garrett and Charles R. Hook, president of the American Rolling Mill Company, spoke. "Two acknowledged leaders in this newly recognized area of business management [public relations] collaborated to define its scope and to blaze some trails that should help make it better known to their fellow industrialists" ("Editorially" 50). The article detailed "a few of the more significant principles laid down by the speakers" and quoted each liberally. Even in 1939, Garrett's managerial strategies were being lauded.

He said interest in PR had grown and was now a common approach to use to address issues facing an industry. Business was no longer able to succeed on "purely economic considerations" but must consider the "social" implications of an issue as well (4). Business Week summarized the issue: "Public relations are [sic] a manner of good business, not just a concession to philanthropy or 'welfare'" ("Editorially" 50).

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An organization's publics -- stockholders, employees, community members, suppliers and consumers -- must be understood. Garrett said an organization must study these publics "with the same care that in the past it has studied materials and methods" (5). He was careful to explain good PR practice comes of good management policies and practices. The editorial said, "Public relations are [sic] a primary concern of executive management" (50).

In discussing PR practices, Garrett said the first and most important public to consider is the employees -- his inside/out theory. Not only should employees be considered, they should be studied. For example, in 1939, GM inaugurated an "Income Security Plan" to stabilize employee pay and began a monthly magazine for its employees, GM Folks, patterned after Life (6, 8). According to Business Week, "Public relations must begin at home" ("Editorially" 51). The magazine quoted Garrett's well-known phrase about beginning in the plant and community to eventually be well thought of in the nation.

Finally, the editorial said, "Public relations are [sic] an operating principle, not just a publicity stunt" (51). The other speaker is not quoted under this maxim.

Garrett said, "Publicity stunts have their place, but a public relations program has its basis in sound practices" (51). Although not mentioned by Business Week, Garrett ended his speech with what he considered an industry's most important public -- its customers. He said, "The destiny of American industry must rest upon its service and its contributions to the customer" (11).

Garrett's seventh speech, "Men Wanted," differs from the others. The number of themes is smaller, and the rhetoric is broader. He called himself an advertiser in this speech to the Advertising Federation of America. Garrett sounded like a cheerleader

and his speech was clearly designed to motivate. Given in 1939, while the U.S. economy was still depressed, Garrett discussed ways to improve the market by instilling a new American spirit and enthusiasm.

This spirit will be caught when buyers feel more confident in themselves as individuals and consumers. Essentially, he said, people want the "*opportunity to grow, to acquire, to achieve*" (2). He told his audience: "*We never have built prosperity in this country on the production of necessities. We built it on comforts and luxuries.*"

... Your first task and mine then is not to sell an automobile, a cook stove or a piano. It is to sell man on himself" (9-10). To do this, advertisers must rebuild Americans' faith in themselves so they become enthusiastic customers. In addition, industry must learn "that the institution is greater than the product" (15). Garrett said of course companies want people to buy Chevrolets or Fords but consumers must first have faith in the company in order for it to buy its products.

"Propaganda for Democracy," Garrett's eighth speech and his third in 1939, is similar to his previous speech in that he still sounds like a cheerleader. Many of the themes in this speech are new and two -- opportunity for individuals, and democracy and freedom -- are continued from his last speech. Garrett spent most of the speech discussing the positive and negative facets of propaganda with insightful understanding: "We are all propagandists for the things we like. We are all propagandists against the things we dislike" (6).

As in his seventh speech, the underlying reason for his discussion is to spur the economy. He said, "Democracy cannot thrive in a weak economy" (12). Frequently, throughout his speeches, Garrett did much to foster a relationship between government and business. Here he said each is not exclusive but rather relies on the

other.

Garrett's ninth speech was delivered to 800 members of the GM Men's Club in April 1940. He outlined his many themes in this speech called, "How GM Works for Good Relations with the Public." The speech, in its entirety, serves as an example of Garrett's inside/out philosophy. He strove to create understanding with these mid-level managers for GM's views, hence, he was working from the inside out.

The speech is paternalistic in language and tone. Garrett sought to motivate the men. He told them to strive harder at work, however, to realize opportunities come from self motivation and not to expect the company to hand them anything since a "company can only offer opportunity" but the employee must seize it. "What you do with it is up to you" (17).

He told a story of a young engineer who was disillusioned with the company and used him as an example of how not to act. He reassured the others: An "institution is inanimate. It has no weakness inherent in itself -- unless it be in the weakness of individual members" (2). He said individuals should not abandon the institution, they should seek to understand it. Each employee should "endeavor to see his problem in relation to the whole" (11).

Frequently in his speeches, Garrett discussed "the art of satisfying human wants" (5). In this internal speech, Garrett discussed how employees must always consider the needs of GM customers -- "Mr. and Mrs. G.M. Prospect" (5). These prospects, he said, are continually focused on what GM says and does since GM is in an unique position of being a large industrial enterprise. He said, "we are like fish in the fishbowl. Our entire performance is exposed. Our smallest imperfection is enlarged under the constant gaze of an interested audience" (7). Garrett focused on the

importance of the customer in each of his speeches and emphasized this to his audience: "All of our separate efforts, however obscure or routine, are directed, when reduced to their greatest common denominator, to winning a customer and keeping him happy" (8). A very simple yet profound statement which is still a goal of industry today.

Along with Garrett's doing-over-saying philosophy, he added a second facet, "Living right is not enough unless to the public we also seem to live right" (14). In other words, industry must interpret itself to its customers to create awareness and understanding since it is under public scrutiny. He detailed his inside/out philosophy by dissecting each of the three facets of his statement. In reverse, employees must begin with themselves to be well thought of in the plant, the plant must then influence its local community in order to be well regarded throughout the nation.

June 1940 - March 1944: The Defense Era

Though often on diverse topics, Garrett mentioned GM's war effort in each of these 12 consecutive Defense Era speeches given between 1940 and 1944. This era coincides with GM's first defense contract which was awarded in the middle of the summer of 1940. It was a critical time for GM which Garrett understood. GM had to slow automotive production and convert its plants to manufacture war materials.

The public did not understand the manufacturing and conversion process so it became critical of GM and industry. In addition, GM received a majority of the defense contracts so it came under scrutiny for its large size. Garrett became an ambassador for creating understanding for GM's defense role. He traveled throughout the country explaining GM's vital function to many audiences to avoid further

misunderstanding.

Garrett later said at least 75 percent of GM's defense contracts were for products which GM did not currently make (Speech 16, 7). In addition, at the time of Pearl Harbor, he said, GM was manufacturing war materials at the rate of \$2 million per day. By 1944, output was up to \$13 million. During the war, GM made 2,300 different war items, employing 500,000 workers, in 119 plants, in 46 different communities (Speech 21, 6-7). This diversity of products and centralization of defense contracts was the impetus for Garrett's many speeches during this era to create understanding for industry's defense role.

Garrett frequently "sprinkled" defense topics throughout his speeches regardless of whether defense was the theme of the speech. During an interview for a PR book, Garrett said the defense issue was "an interesting public relations problem." GM realized that Americans did not understand "the principles or processes of mass production" which led to the "distorted glorification of the assembly line" (Broughton 205). He said it was imperative people understand manufacturing limitations as well.

To assist Americans in understanding GM's defense role, Garrett said:

[GM] 'began a process of explanation and clarification. Through statements to the press, through visits of newspapermen to the plants where they could see at first hand what the process of conversion really meant, through reports to stockholders, through speeches of executives, employee publications and motion pictures -- through every one of the normal day contacts the company has with the public the mass production process was explained and repeated' (Broughton 206).

This defense era strategy, as explained by Garrett, is evident in this group of speeches.

In addition to defense topics, GM's war efforts can be seen through its institutional advertising and the general discussion of advertising during this era.

Garrett's PR committee had jurisdiction for institutional advertising. He also was chair of the Advertising Federation of America in 1941 ("Advertising" 52). These reasons could have led to seven of his speeches being given to advertisers in his first 10 years with GM. Unlike many professionals today, Garrett believed advertising was a tool of public relations. He said, "'Good advertising like good publicity is a tool toward better public relations'" (Broughton 206-7).

Institutional advertising is a holistic approach which promotes an organization versus its products. Averell Broughton in his 1943 book, Careers in Public Relations: The New Profession, said this kind of advertising predominated during the war years and was considered part of public relations. GM, for example, was "devoting all its efforts to arms and airplane production," therefore, in order to "retain the good will of its customers and public recognition of its name," GM ran institutional ads during the war. These ads described GM's extensive "patriotic effort and its manufacturing efficiency" so that, when peace returned, the customer would remember GM's contribution (89-90).

Garrett's defense era speeches are a form of PR in addition to being a form of institutional advertising. In a speech given toward the end of the war, during a later speech era, he said, "if we are not making any cars I hope we are making some friends" (Speech 26, 1). Garrett became the auto industry's advocate during this period of non-automotive production. In one of his defense era speeches, later reprinted in Vital Speeches, he said:

It is for those who believe in America to speed production in this war with all their might and at the same time to speed understanding -- an understanding of what industry in America can mean to the armed forces now and what it can mean later on to the world to which these men will return. The way to acquire a

reputation for constructive thought and action for the peace is to think and act and speak constructively now in the emergency of war ("Public Opinion" 693).

His 10th speech, and the first in the defense era, "Defense in America," was given to the Advertising Federation of America on June 24, 1940. Essentially, Garrett's theme in this speech was the importance of industry, and advertising's role in ensuring its viability.

He began by addressing the defense issue and said, "Defense no longer stops with production of military weapons for the front line," but it "gives a nation command in war or in peace" (1). He ended with a discussion of the importance of serving the customer which is vital to an organization's success.

Garrett's speeches frequently revolve around new model introductions. His 11th speech is a radio address prior to the opening of the New York Auto Show in October 1940. He not only took the opportunity to generate excitement for the show's opening, he addressed the defense issue. Garrett said the automobile industry felt fortunate to be "in a position to make a real contribution to defense. Over the past 40 years we have developed techniques and skills which can be readily applied, and are being applied, as you well know, to the production of defense materials" (2).

This discussion of the auto industry's role in defense is Garrett's way of creating understanding. He used, for the first time, his "fruit squeezer" analogy to prevent the criticism industry was receiving about not being more responsive to the nation's defense needs. He said, "Some people seem to have the impression that an automobile factory is something like a fruit squeezer. . . . if you put in a lemon, you get lemon juice" (2). For instance, many cannot understand why an assembly plant cannot turn out vehicles or machine guns depending on what it is fed. He said it is often more

efficient and faster to build a new plant than to convert an automobile factory over to manufacturing defense items. He ended his address by reminding his listeners that the transportation industry is "vital to our life as a nation, vital to our social and economic strength, vital to our continued progress" (3).

Garrett sought to create understanding for many of his philosophies during his 12th speech, "Where a Free Press has Trod," given on November 8, 1940. He tried to create a better relationship and understanding between industry and the press. He addressed an audience of college newspaper editors with the respect that comes from knowing this is the next generation of reporters. Due to his journalism background, and because he was also editor of his college paper, Garrett easily identified with the editors.

He strove to give concreteness to vague terms. How can individuals or even journalists, deny the importance of human relationships, democracy and opportunity for individuals? Garrett used these themes to show how similar the newspaper and auto industries are -- as are journalists and PR practitioners. He said, as students of journalism, they are "learning how to understand people and how to make people understand" them (4). Essentially, Garrett said, human relationships are the most important part of life. Too often people look at their differences but never consider the similarities. For instance, the press and industry are similar because they are basic symbols of democracy.

In addition to developing understanding, Garrett mentioned other themes well. He admitted industry is not without fault, however, it was trying to move to a new era of social responsibility. He used the defense issue as it related to the auto industry and told his "fruit squeezer" story. Garrett defined PR and said he knew all of its

definitions were not good.

In his 13th speech, Garrett addressed editors again, this time to the American Agricultural Editors' Association. Given in April 1941, this talk dealt with the defense issue. Garrett began to develop a second sub-theme of defense -- GM as a contractor. It appears GM had overcome the public's misunderstanding of mass production and its plant conversion to manufacture defense materials, now it must explain why it received a majority of the war contracts. "The impact of defense work . . . spreads far beyond the Corporation. This fact, unfortunately is not too well understood" (2). He continued by saying it was "natural" in the beginning for the government to award initial contracts to large companies because "[I]t was important to get the work rolling at the center of the responsibility for the thing" (2).

Garrett said GM was in the second stage of defense -- subcontracting. He used the Allison engine as an example. According to Garrett, materials for the engine came from 65 U.S. communities (2). He addressed another concern, the possibility of a workers' strike. He described how well workers were beginning paid -- about 98 cents an hour. He used an emotional appeal, "It is impossible to strike against General Motors without striking against defense because there are so many of our operations that are inseparable" (4). By pleading GM's case with the press, Garrett hoped media coverage would drive public opinion.

Garrett gave his 14th speech on May 15, 1941 to the Advertising Federation of America as the group's chairman of the board. His presentation, "What can the Advertiser do for Defense?" continued his defense themes. He said the advertiser's role in the defense effort parallels industry's responsibility because it too is an "integral part" of the economy (2). However, there are many misconceptions about advertising's

role especially to the degree it affects product pricing. To combat misconception, Garrett said advertisers must create better understanding.

To create understanding advertisers must follow industry's lead. Garrett used the fruit squeezer analogy as an example of why industry needed to ensure the public's understanding of the manufacturing process or risk criticism. Beginning with this defense speech, Garrett frequently addressed the amount of revenue being directed to production. He softened the discussion of work by translating dollars into "man hours." "As a public relations man I am sorry it is common practice to refer to defense business in terms of dollars" (7). He also explained the initial centralization of contracts. "[A] big defense contract given for execution to a big company does not mean that the big organization is hogging the work" (8). This discussion led to the explanation of subcontracting.

As discussed earlier, Garrett believed in the importance of institutional advertising. "Whether we wish it or not -- product advertising by its implications will convey an institutional impression even though its language pertains 100 per cent to product" (8). Garrett said, due to the war, "People will be swayed by emotion as well as reason on issues connected even indirectly with defense or war" (11). Because of the emotional involvement, "It is no time to think of advertising only in advertising terms. We must think of it now if ever in public relations terms" (12). It must have created an impression to have the chairman of the Advertising Federation discuss the PR implications of advertising.

Eleven days later, Garrett delivered his 15th speech to the same group of advertisers at the Federation's 37th annual convention. His keynote address was titled, "Advertising -- An Integral Part of our American Formula." This important speech

was made into pamphlets. The thesis of his presentation and his regard of advertising can be seen in the following statement, "Advertising thus is a vital instrument in maintaining open the channels through which products and ideas flow to help create an integrated and self-reliant nation" (7).

This speech is similar to the one he made a few days earlier, several of the themes of defense and subcontracting were repeated as were his basic philosophies of advertising. One of the themes contained in the speech but not in the prior one, is opportunity for individuals as it relates to personal freedom, particularly the "freedom of individual initiative -- the opportunity for every individual inspired by some worthy incentive to work out his own destiny" (2).

Garrett repeated his belief that "Advertising is really a form of public relations" (6). He also defined it: "Advertising is the use of a controlled message to make more people acquainted with a product, a service, a company. It is the use of a controlled message to spread an idea" (5-6). He supported this concept for several reasons including advertisements that are "written with a better understanding of people" (6). Garrett insightfully explained the necessity of understanding: "Most of the world's troubles grow from lack of understanding. What a power for good it would be if this most powerful of public relations instruments could turn its great talent to the creation of a better understanding among our people of their own institutions" (17).

The understanding theme parallels advertising's important defense role of explaining industry and its position and to "lead the customer through this labyrinth of change" (10). Garrett then made one of his most profound statements, a philosophy that underlies nearly all of his themes. *"It is not inconvenience but unexplained inconvenience that will break down public confidence"* (10).

Garrett continued his advertising direction in his 16th speech delivered to the Advertising Club of Los Angeles on July 29, 1941, "What is Advertising's Priority Rating?" This defense and advertising speech contain all of the themes of the two

previous speeches. In fact, most of the speech is an exact rewrite of the other two.

Garrett does, however, tailor the speech slightly to the Los Angeles audience by opening his speech with a tribute to the area, a tactic seen again in his later rapid-fire Motorama speeches.

"The Effect of the Defense Program on Motor Vehicle Manufacturers," Garrett's 17th speech, was given to Motor Vehicle Administrators on November 13, 1941. This speech appears to have been written to influence this important audience and breaks from the mold of his prior speeches. Due to the auto industry specific audience, he spoke a great deal about General Motors and what it was doing for defense. He also discussed the role of this governing agency and how it could assist industry. He explained the "frightful rise in automobile accidents" and said it would need to be addressed following the war (11-12). He also petitioned the group to keep industry informed about new regulations and how they would affect the auto manufacturers.

Two of the messages Garrett stressed the most were the importance of private industry and large industries. In his 18th speech, printed in pamphlets, "Industry -- Thoroughfare to Victory," Garrett continued his industry, defense and advertising themes. This speech was given to the Adcraft Club of Detroit on December 15, 1941, one week after the bombing of Pearl Harbor. Garrett addressed the war in the second paragraph of his speech: "The United States is at war. What we do to win starts with what we think. Now more than ever America needs to think clearly. To achieve victory we must have the confidence that comes of understanding" (1).

Garrett continued the understanding theme by challenging his audience to create understanding with the public by keeping it informed about what industry was doing to meet the war's demands. Following is another of his profound quotations that can be applied to any situation that requires understanding:

[A] fact wrongly understood is just as much of a fact, and just as important a fact to be dealt with, as a scientific finding from a research laboratory. It is no comfort that a belief has no basis in fact and that people ought to understand better. You must start not with what people ought to think but with what they actually do think (12-13).

Increased production was the main demand of the war. "World War II is a war of production. The job of industry is production" (12). Garrett said, "It is a blueprint as well of public relations on a national scale for it presents industry in the role of performing a vast service people want it to perform" (6). Garrett summarized the war effort as it related to industry, "[T]his war for freedom will be won on the factory front of American industry" (7-8). With statements such as these it is difficult to deny the importance of industry.

The remainder of the speech is sprinkled with other messages. Behind industry's strength are the many workers in engineering, production, research and management. It is the "initiative of individuals" that has kept America and its factories running, he said (10). Also behind these large organizations were their suppliers. "Every big manufacturer is the nucleus of many participating enterprises" (9). He launched into a discourse of the "Bill of Rights" referring to it instead as the "Bill of Freedoms." He reminded his audience that "Industry energizes our freedoms" (10).

"Public Opinion and the War," was Garrett's 19th speech. He made his presentation on July 10, 1942 at the Automotive Council for War Production's annual

meeting. According to Garrett, the council was created shortly after the bombing of Pearl Harbor. He was the chairman of the group's PR committee. This speech's significance can be seen in two ways: it was reprinted in the September 1, 1942 issue of Vital Speeches, and a three-page news release was issued the day of his talk.

He said before and after Pearl Harbor:

Our 'know how' of mass production techniques made it inevitable that the automobile industry would be given tremendous responsibilities. However, to complicate matters still more, the public collaterally began assigning us responsibility even faster than could the armed services (Vital Speeches 692).

He said the public's impatience during conversion to war production presented "an acute public relations problem" (692).

Garrett proceeded to give a report on the public opinion shift, based on a Gallup poll, about the industry "that was in the doghouse only last January" (692). He attributed the success to better understanding. "The good relations our industry now enjoys came chiefly from its success in doing its job on war production but partly from the better understanding people were given of how this feat was accomplished" (693). Garrett said, however, "public opinion is never static" so the industry must anticipate the changes that will occur throughout the war (693). "[W]e should continually take a fresh view of the problems ahead. If we wait for new criticism it will be too late" (693).

On May 21, 1943 Garrett delivered his 20th speech, "The Fourth Dimension of Public Relations," at the Conference on Wartime Public Relations Policies sponsored by the Illinois Manufacturers' Association. Bound in pamphlets, this speech is an impressive mixture of defense policy and PR advice -- advice which enables organizations to make PR into a management function. A month later, it was printed

verbatim, under the same title, in Printer's Ink.

This speech is perhaps one of his best since he carefully organized and explained several of his theories and resurrected a few he has not discussed during the Defense Era. The conference Garrett addressed brought together management interested in improving public relations. He told participants they were "dealing with a sphere of management responsibility destined to become more and more important" (2). According to Garrett, "doing the job well is the FIRST DIMENSION of public relations" (11). Second, "The doing is more important than the telling. But the doing alone is not enough" (12). Therefore, the public must be told about the good job an organization was doing.

Garrett said the third dimension of PR is explaining the "how" and "why" behind what a company is doing. "The knowing why is what makes the idea stick" (12). Finally, the fourth dimension is sharing the job of public relations with everyone connected with the company. He said, "It is a matter of the diffusion of responsibility for public attitudes" (13). Thus, not only is PR everyone's job, but Garrett was really explaining his inside/out theory since, in order to effectively represent an organization, its employees must understand its actions.

A few other messages were woven among the four dimensions such as organizations should be "openly 'for' changes that are in the public interest" instead of "against" (2). He discussed the significance of subcontracting and the importance of aiding public understanding during the war since it would pay off in peacetime. Garrett ended by paraphrasing the soon-to-be famous quote, "What's good for the country is good for General Motors and vice versa." He said: "the men in management know that what is good for America is good for the company. They

want it to be equally true that what is good for the company is good for America"

(16). GM's 1941 annual report began a series of these America quotes so it is not surprising Garrett would use similar language in his speeches.

"When Your Boy Gets Home," Garrett's 21st speech, was delivered on March 10, 1944 before the Hoosier State Press Association. Indiana employed the third largest group of GM employees, about 52,000 in 10 plants (9). Not only was it an important state for GM operations, 400 of the nation's 10,000 independent newspapers were in Indiana (3). Garrett began by comparing the press to industry and discussed their "joint responsibility" of guarding opportunity and freedom for individuals during and following the war (1-2).

As if to combat criticism, Garrett used impressive figures throughout this speech to educate the media about GM's war efforts. He said, 93 percent of the GM-produced war materials were delivered under "fixed price" contracts. Additionally, GM had refunded about \$900 million to the government in voluntary price reductions (7). Due to this immense volume of contracts, Garrett discussed subcontracting and GM's "partners in production" (8). There were "almost 19,000 different subcontractors and suppliers . . . working with GM on war production" (8).

Garrett said it was not wise to discuss what would happen to GM and the country following the war because it was important not to create a "false impression of early victory" (47). However, he later said GM had thought about what post-war problems it would face (11). For the first time during his defense era speeches, he said GM did not know how long it would take to make its first car after the war (11). Just to resume automotive production GM would need close to 4,000 machine tools (10).

September 1944 - June 1947: PR as a Management Function

There are eight speeches in Garrett's fourth era of speech making, "PR as a Management Function." In this era, he promoted the importance of PR, separated it from publicity and advocated the policy level function of public relations. This is perhaps his most important era since it was during this time he received recognition for the development of PR as a management function. To perform a management function, a PR practitioner has the respect of management who listens to and takes his or her counsel into consideration when making policy decisions. The PR professional's role is considered important to an organization's success. In addition, the individual is usually of high rank.

Throughout this group of speeches, Garrett constantly defined the highest order of public relations -- PR as a management function. He also discussed the necessity of considering the PR aspects of situations at the policy level rather than after sometimes incorrect and unfortunate business decisions have been made. He astutely noted PR should not dictate every decision, however, the PR aspects of an issue must be discussed by top management early in the policy process.

To illustrate his beliefs, Garrett developed a series of diagrams to portray the policy making process when public relations is consulted. He showed these diagrams first to GM management and later to several external groups. The charts were so well received several textbooks reprinted them. It is understandable then, why Garrett is credited with developing PR as a management function. He not only gave it "lip service" but sought to elevate it to a science by recording his views for posterity.

Garrett's 22nd speech, "Management, Tell What You Stand For!" is the first speech in this era. It was delivered in acceptance of the 1944 annual award of the

National Association of Public Relations Counsel on September 26 of the same year.

This speech is perhaps one of Garrett's most insightful speeches appropriately given to his peers who were honoring him.

Even though Garrett addressed the war in the first half of the speech, he used industry's reconversion process as an example of the importance of PR in assisting management. Garrett also provided his listeners with a formula for knowing how to assist management. Twelve years later, an Advertising Age article referred to Garrett's speech and called it "memorable" ("Paul Garrett" 78).

He began by discussing the war and reminded his audience that just as there was public criticism that industry was slow to convert to war production, so too would be misunderstanding when industry reconverted following the war. Garrett said, "You may think that the flow of machine tools has nothing to do with public relations but you will think differently if criticism later is focussed [sic] on the industry for an alleged failure to produce cars overnight" (11).

Garrett mentioned other problems industry would face: employment fluctuation, pricing, gearing up technically and supplier relationships. The biggest task, according to Garrett, will be management's job of explaining the industry's concerns to its employees (11-13). Therefore, the reconversion process was the "next great challenge" to industry and management. To meet the challenge and to succeed would require "careful planning" (13). He emphasized that "good relations outside grow from good relations inside" (14). Management must start with what people believe and then work to inform its publics as to what it is doing and why (14-15).

Garrett defined PR and discussed its value as an operating and management philosophy:

I have not endeavored to differentiate between public relations as it pertains to the policy thinking of management, and public relations as it pertains to a particular operating department of the company. I do not know where to draw that line of distinction. Even less would I know where to draw a line of distinction separating the immediate from the longer-range problems of a company involving a public relations angle. Public relations are all the things you do to make friends for the company in the hope of making customers for the product. That is why management must take its public relations into account with each decision. Every management decision bears on public acceptance of a company's product, or of the institution back of the product (15-16).

Garrett followed this statement by giving a formula: customer acceptance impacts public acceptance and vice versa. In order to achieve acceptance, he said, "The sole function of public relations as a department is to serve management in seeking to establish in every way possible a wider acceptance for the product and the institution" (18). In order to accomplish this:

[t]he men responsible for public relations in a company must keep constantly in touch with and be a part of all management policy decisions and projects that concern the public. . . .

[I]t is the responsibility of the public relations man to make sure that public attitudes in each instance are understood and taken into account by management when formulating policy (18).

He said management did not always have to act according to public desire, however, it must be considered in order to make the best decision.

Garrett instructed his PR audience and told them they could take two routes to building acceptance: "P1 or p2." P1 represents policy decisions made with regard to public opinion, hence the capital letter. The other decision, p2, with small letters, represents projects to support policy. He said, many with a "publicity instinct" are tempted to initiate "projects that have promotional value without regard for whether they bear on any particular policy to be interpreted" (19). The formula, Garrett said, for knowing which project supports policy, is to write down the company's policies

and then to design projects to support them. Many policies do not, however, need supporting projects. This exercise allows practitioners to discern which policies are not understood and therefore, which ones to support (19-20).

To illustrate his formula, Garrett listed 13 issues GM supported, many of which he discussed in the following years with publicity projects and in his speeches. Two areas received particular support, GM as a good neighbor and citizen and its support of research and technology (22). Garrett concluded by saying, "Let us men of public relations take more seriously the great responsibility of management as it moves into the postwar world" (23).

Garrett's 23rd presentation is different than his others. On October 23, 1944 he hosted the fifth annual press-radio dinner in Cleveland. The topic, "General Motors Looks to the Post-War World," is the first of many events in which Garrett takes a secondary role and highlights GM's executives instead. Later in the program Tom Archer, the general manager of GM's former Fisher Body Division, spoke and Garrett moderated the subsequent questions.

This event also portrays GM's continued interest in the press. Garrett said, GM began "the custom of getting together with you [press] once a year for no particular purpose except to get acquainted and to exchange views" (3). However, Garrett had an agenda. He showed the group a motion picture, "Press Conference with General Motors Concerning Tomorrow's Page One Story," which dealt with war reconversion. Following the fictional press conference shown in the film, his staff distributed copies of the film's question and answers for background.

Garrett addressed GM management and told them, "How We Can Build Good Relationships for General Motors and its Divisions Postwar," in his 24th presentation

given on July 17, 1945. Garrett's theme essentially was "good public relations must be built as an integral part of the business" (3). He said, GM's reputation was high because of its war efforts, however, "Reconversion holds threats for GM's high public position" (8). Every problem "has a public relationship 'aspect'" (10). Consequently, organizations, beside providing better and less expensive products, must "work toward sound social as well as sound economic objectives" (13).

Garrett used several versions of a flow chart to illustrate how management policies increase or decrease a customer's acceptance of a company and its products. These charts were reproduced in then contemporary books on public relations and will be mentioned later when this speech is given to an external audience (Speech 26).

At the time, Garrett's presentation was probably accompanied with slides due to the complex nature and number of charts and diagrams. His presentation also was printed in booklets so it could be used as a "ready reference" for Garrett's PR plan.

Dudley Britton, one of Garrett's speech writers, said:

[The speech they] had the most trouble with was the talk he gave before -- I guess it was the board or the executive committee, I forgot which -- on General Motors and he was trying to explain how public relations operates. [It had] a lot of diagrams and we had an awful time getting those to come out right.

Although it cannot be proven this was one of the most difficult speeches for Garrett, it can be inferred, due to the number of diagrams and the nature of the presentation, that Garrett agonized over this speech. In addition, he used these charts several times in presentations over the next few years.

Garrett began his presentation by explaining good public relations activities.

"The place to begin in building a good reputation for GM or a division is at the policy stage of any operation. The further back the public relationship 'aspects' of any

situation can be 'sensed,' and appropriate action taken, the better it is as far as GM or divisional public relationships are concerned" (27).

He gave examples of decisions that did not begin at the policy stage and therefore, erupted at the public stage such as the 1937 sit down strike. Conversely, GM successfully handled several war issues by limiting its war profits at the beginning of the war. He advised management to "keep open a two-way flow of understanding with the people connected with the company and through them with the public" (48). This holds true for both internal and external audiences.

After an explanation of successful PR practices, Garrett presented his PR plan. His first step was a "greater decentralization" of PR between the corporation and the divisions (64). GM's 32 divisions each had a general manager, however, not all PR directors reported directly to the general manager -- Garrett recommended they do. GM divided the U.S. into 11 regions each having a regional PR manager. Each region contained several plant city committees comprised of the top 36 managers at each location.

Anticipating any negative reaction of PR "'getting in the hair' of so many different phrases of the business," Garrett explained PR's vital functions (89). "In a way the public relations function is similar to that performed by the Legal Department in giving its specialized counsel bearing on legal phases of engineering, manufacturing, finance or sales" (90). In addition to promoting products, PR should help interpret a company's policies which "is often more difficult to get understood than a company product" (97). In order to do this, GM must follow opinion trends locally and nationally as background for policy formation.

He ended this presentation with the famous GM country quote. This same

quote, as will be seen in the war-time annual reports, became an operating philosophy for GM. "What is good for the country is good for General Motors, and more often than realized, what is good for General Motors is good for the country" (132).

Garrett continued his policy discussion and management's role in its direction in his 25th speech, "Public Relations Comes of Age." Delivered on October 23, 1945, to the National Association of Public Relations Counsel, [the predecessor of the Public Relations Society of America (PRSA)], Garrett made brief but directed remarks and introduced two PR award winners. The speech's title alludes to the maturity of the profession, however, much of what Garrett said discussed its infancy. He told the audience not to become discouraged or impatient trying to "influence policy-making along lines we believe to be in the company interest. . . . We represent a profession still in knee britches" (3). Therefore, PR practitioners cannot "expect every time to command an equal ear in management circles with professionals grown older" (3).

PR professionals should persevere and change their tactics in order to earn respect. "More and more we in this field must come to measure success by what we can do in helping behind the scene to make things come out right. Good strategy that works out naturally in accomplishing a result is better any time than a good piece of publicity" (3-4). This statement is a break from the press agency days and is an example of how he guided PR's management function. He commended the PR association for important contributions "to the character of men in this profession and to the high standards of the profession" which supported his belief of the direction of PR (2).

In his 26th speech, Garrett repeated his 24th speech verbatim which was originally given to GM management. He prefaced the current speech with an

interesting summary which could stand alone as a treatise of public relations in management. His speech is now titled, "A Case Example in Public Relations," and was delivered at the third national PR conference held in connection with the National Association of Manufacturers meeting on December 4, 1945. He told the group he wanted to repeat the speech he gave at GM because he believed it was "applicable in principle to any industrial company large or small" (5). Since his speech is identical to the other, only the new themes in the introduction will be discussed.

In a revolutionary statement, Garrett said he wanted to discuss "how to develop a science of public relations that can better help solve any problem that confronts management bearing on relationships with the public" (2-3). He admitted it would take time and "courage" to develop relationships with management and to earn its respect (4). "Success in public relations like success in anything else has to be planned. A good piece of strategy is worth more than a good piece of publicity," he said (4).

Garrett also spent time discussing the unfortunate necessity of defining public relations. He said the audiences' presence at this conference gave him hope that a "time may even come when there will be no more requests for a 'pithy' definition of public relations" (3). Requests for definitions bothered Garrett since no one asks engineers to define engineering and, "Public relationship aspects thread through everything the company does just as engineering relationships do" (3). To earn this respect, he said, "We need not so much a fresh definition of public relations as a fresh point of view with regard to it" (4). This new perspective, Garrett continued, can be found when counseling management at the policy stage of decision making and hence, he began his discussion of his "case example."

Pimlott used portions of Garrett's "Case Example" in his 1951 book, Public Relations and American Democracy. He gave detailed examples of programs "which have been commended by public relations exponents" (28). According to Pimlott, "Paul Garrett, public relations vice-president of General Motors has been one of the leading exponents of the view that the public relations function must be closely integrated with policy making and is inextricably interwoven with other management functions" (31). Pimlott then discussed Garrett's 1945 speech and the examples he used with the manufacturing audience. This is another example of Garrett's success in guiding PR's management function since his programs and successes were being written about long before his retirement.

A chart from Garrett's speech also is used as an example of good employee relations. Philip Lesley adapted, with Garrett's permission, the chart to fit a retail audience in order to illustrate the importance of public relations in his 1950 text. He showed the flow chart in which management policies must be communicated to the people connected with the organization in order to gain acceptance for an organization and its products (345-6).

"Out Where the Job Begins," Garrett's 27th speech, was given to the National Editorial Association on April 10, 1947. It is interesting to note about 16 months elapsed between his former speech and this one -- a long break before a plethora of speeches to come. This speech is another of his media-specific speeches in which he tried to create understanding between industry and the press. He realized the importance of media in developing public opinion. He said, "No group in this country has as much power to influence the thinking of the people in the areas from which they come as you men and women before me in this audience" (14). His newspaper

background made the speech effective and compelling.

This speech is more philosophical than concrete and portrays both industries as necessary to democracy and individual freedom. The conclusion summarized the theme:

We need a free press. We need a free industry. A free and vigorous press to shed the light of truth, and a free and vigorously competitive industry to provide opportunity for the betterment of all is an unbeatable combination. Together they can guarantee for us the basic freedoms. You editors of America's home communities are out where the job begins. Fight to hold the enterprise that is America -- the nation that is today the hope of the world (14).

Garrett used examples in his speech to arrive at that strong statement. He began by saying opportunity "is the secret of American success" (4). He said opportunity has led to more than 10,000 independent newspaper proprietors because "America is the cradle of independent industry" (5). Because of the media's influence in decision making he said it is important they provide readers with a balanced and complete discussion of industry. It also is important for organizations like GM to "do everything we can to give you all the facts you want to help you interpret enterprise" (6). Garrett used that statement as a springboard to discuss GM's recent labor and production problems.

Garrett's 28th speech was an informal address to University of Detroit students on April 28, 1947. His address was followed by questions and answers. It is obviously a transcript due to the colloquial nature of the document which includes the questions. It provides a realistic look at Garrett's speech pattern and the themes he discussed. He began by defining public relations and launched into a discussion of his responsibilities. He made the point that PR is not publicity although it is a facet of public relations. Garrett said, "public relations is relations with the public in all

phases of the business, whereby an organization reaches the public" (2-3).

He continued by discussing the importance of PR in an organization but said PR aspects are not the only aspects an organization should consider when making a decision. He quoted a Massachusetts newspaper article which chastised GM for raising prices \$100 dollars per vehicle. "We think that is just about the poorest piece of public relations work that this organization, which has the smartest public relations director in the business, ever has put out" (4). Garrett asked the students if GM knew it would be bad PR to raise prices than why did it? In the instance of price, he said, the organization felt it was necessary to increase prices regardless of the poor publicity it would generate. "And so on an occasion like that, the public relations aspect was considered, but there were some other aspects that outweighed the thing, and outvoted it, and the move was taken," he said (5).

In order to illustrate the PR aspects of problems organizations face, Garrett showed the students the diagrams he developed for a previous speech to management (Speeches 24, 26). He said the "job of public relations is a job that has to be done by everyone in the organization" (8). In addition, policies must be carried out by management after the PR aspects of the problem or policy have been considered. Garrett said, "this is a very important concept to get over with management, and it is a long-range concept. Unfortunately, in past years, so often companies have tried to solve their public relations problem way down here, in other words, they have started with some publicity stunt, to correct an evil that runs way back" (10).

He said it is important organizations do a good job at getting and keeping customers, however, it is not enough. Public relations activities can lessen the time it takes for people to appreciate a company's good actions. Garrett said, "so while doing

a good job is the most important thing certainly in building good relations with the public, you have also got to get an understanding of management policies by the people connected with the organization" (11).

As in other speeches, Garrett stressed the unquestionable importance of the customer, "industry cannot serve its own needs, cannot serve any element of industry continuously, except as it serves the customer in the long run" (13). In order to serve the customer and keep the PR aspects of decisions in mind, GM had a public relations policy group which included senior management and a large staff under Garrett.

Sections within his department included: editorial policy; institutional advertising; radio and motion pictures; stockholder relations; press relations; plant city relations; labor; and education (14). In addition, in 1947, GM created a social and economic relations section "devoted to a study of social trends" (26).

One student told Garrett he or she thought of a public relations department as a "propaganda agency, to more or less smooth over or whitewash some of the policies of big business" (34). Garrett replied many people view PR in this way and propaganda can be good or bad. He said the one thought he wanted the group to remember is PR cannot be done by a PR practitioner alone.

It can be done by the men who are tops in management, so that the public relations man helps to guide the policies of the top management, to make them lay out sound policies. . . . Too much of the thinking has been a sort of patch-up cure-all done over here in this end of the business. Well, that is not the fundamental approach to the thing at all. The fundamental approach is to anticipate all of those problems to the extent that you can, when your basic policy is laid down by top management, and to the degree that you can anticipate that, you get a corresponding result . . . (35).

From this and similar statements throughout his presentation, Garrett helped to elevate

PR to a management function.

Garrett's 29th speech, "If I had Your Chance," was a commencement address delivered at his alma mater, Whitman College, on June 8, 1947. It was reprinted in its entirety in Public Speaking for Businessmen, edited by William Hoffman in 1949.

The main theme of the speech is the importance of management. He made many profound statements about management without mentioning its relationship to PR. He encouraged the graduates to pursue management positions. He began his discourse by discussing the importance of capitalism. "Slowly the consciousness is spreading that individual freedoms derive from economic foundations as well as from political, social and intellectual bases" (6). He also said, "Individual competitive enterprise is the key to freedom in our democratic society" (10).

After linking the importance of industry to the economy, he said, if he were them he "would view management very differently than I did in your place, as an endeavor worthy of my best fibre [sic]. For management is not only itself a profession. It is a part of all professions" (11). He gave the graduates nine directives of management. Garrett felt the next generation of managers would need "*to solve the delicate problems of human relationships in industry*" which include employees and customers (14). Toward the end of his speech he gave a motivating soliloquy on management as a profession:

Become management-minded the day you start your first job whatever that job may be. Assume responsibility. Take the initiative. Become a leader. Organize your own job. Train others for your job. Management is not a title. Nor is it a salary bracket. It is a state of mind that needs to be assiduously cultivated. Like the aspiring concert pianist the manager must tediously practice for many years if he would reach perfection. Management starts where you are. Grow in management stature by doing well each small job you have opportunity to do (17-18).

September 1947 - December 1956: GM Across America

Garrett's final and longest era of speech making began with his 30th speech. This era is appropriately called, "GM Across America." A majority of his next 46 speeches were given in association with one of General Motors special events or traveling road shows. These special projects include: the Train of Tomorrow, Better Highways Awards Competition, Motorama, Parade of Progress, Powerama and other special events such as science and auto shows. Because of the similar nature of the speeches, they will be grouped under the above headings including a section for "other" speeches.

This is Garrett's most disjointed group of speeches and the least profound. He appears to have been successful in assisting PR's growth to a management function because a majority of the following speeches are merely introductory remarks given before a GM executives speaks. It is important, however, to explore these speeches because they reveal Garrett's PR strategies and his creativity in assisting in the development and publicity of these special events. Mixed in among the road shows are a few noteworthy speeches on PR and management given to both internal and external audiences.

Throughout this era, Garrett gave many reasons why GM supported these special projects. One reason, he said, was to "inform the public dramatically of its debt to technology" ("On Public Understanding," inside cover). In one of his speeches during this era, he told a military audience about GM's reasons for doing these special events. He referred to the Train of Tomorrow and told them one of the reasons "we don't usually tell the public":

The train is an excellent idea for conveying ideas. As I have

indicated, the train itself expounds an idea. In addition to what, we are able to project ideas in the cities we visit -- both directly to those who board the train and to those who hear our speakers at civic and other lunches, and indirectly through the medium of press and radio.

Finally we have found the train to be exceptionally effective in adding to the community standing of GM field representatives, who are the hosts when the train comes to town (Speech 36, 19).

He also cited GM's popular science show and said there are four on the road at once and they were "in great demand" (Speech 36, 19).

These shows represented GM's commitment to its customers and to the media. Each of these special event speeches is given to the media. Garrett may have been the traveling evangelist for the shows, but the shows themselves were spectacular and worthy of public and media attention. In a later speech, given at the Powerama introduction, Garrett said:

General Motors is not exactly a stranger to show business, as you know. We try to give the same kind of serious effort to the creation of shows to present our products as to the production of the product itself. Our Motorama with its dream cars and trucks, Kitchen of Tomorrow, its colorful stage show, is page-one news in Variety. The Golden Carnival celebration of GM's first 50 million cars made headlines all over the country.

Now we propose to dramatize power the way we have dramatized automobiles and household appliances. The Powerama will be the biggest outdoor show of its kind ever staged anywhere . . . as big as several Motoramas rolled into one (Speech 66, 1).

The Train of Tomorrow

Speeches 30 through 35 all deal with the same topic, GM's "Train of Tomorrow," and were given between September 1947 and February 1948. The train Garrett referred to was a future concept of railroad transportation built by GM's Electro-Motive Division in Illinois. The train's nation-wide tour began in Chicago on

May 28, 1947 and visited 86 "key" cities (Speech 34, 8). Five of these speeches were luncheon remarks at the Train's introduction in Rochester and Albany, New York; Seattle; Los Angeles; and New Orleans. The 34th speech is a pamphlet titled, "Why We Built the Train of Tomorrow." It is a compilation of the other five speeches and includes photographs and sketches of the train.

Garrett began each speech with a GM as a good neighbor theme. He complimented the city he was at and discussed the number of employees, plants and suppliers GM had in the vicinity and how much money it contributed to the local economy. He also discussed the relationship between industry and society. "Ours is a great industrial society in America where industry and the community do not always understand their dependence each upon the other" (Speech 30, 1). Therefore, Garrett's participation, and the Train's 86-city tour, was a "vehicle" for GM's many messages. In a later speech, he said more than 2 million people had walked through the train and millions more have seen it pass by after it had only visited 76 cities (Speech 36, 18).

An additional but related message, was the importance of industry particularly the necessity of "Big Business." Garrett was evidently combatting criticism GM had been receiving due to its large size. In each speech, within the first two pages, he said: "General Motors is not one big organization operated by one dictatorial head under one vast roof. Instead, General Motors is a lot of different pieces working in a lot of different communities each striving to render the best possible performance" (Speech 30, 2). Later in each speech he said, "Many honest people are making the wrong decisions about industry for want of the facts. You hear a great deal nowadays about bigness. Some people seem to think that to be small is to be good and to be big is to be bad. I wonder what the difference is. Where does bigness begin and

smallness leave off?" (Speech 30, 7).

Garrett briefly described GM's concept train and called it a "research project" (Speech 30, 5). He said, "the train you will see with its hundreds of innovations is by far the most daring sample yet created of what our trains of tomorrow may be like" (Speech 30, 3). To illustrate that big businesses are not bad, he said GM did not claim exclusivity on any of the ideas or designs on the train, instead, the ideas were "available to any one who wishes to use them" (Speech 30, 5).

He said the country was founded "on the philosophy of very little power at the top" (Speech 30, 7). Instead, individuals joining together made America strong.

Garrett said the Train of Tomorrow is a "conspicuous example of that enterprise in which many had a part and that could never have been created in any other country" (Speech 30, 7).

Another of his major themes, an organization's need to interpret itself, was apparent in this group of speeches. He said it was important "we in organizations like General Motors do everything we can to give people all of the facts they want to help them better understand industry" (Speech 31, 2).

Often it is difficult to judge the success of a speech or a tour such as the one GM hosted, however, on the last page of the pamphlet, a New Orleans news clip was reproduced. This article, which had no byline, referred to Garrett's speech in that city. The first two paragraphs detailed the train itself. It said, "the train projects a fascinating glimpse into the future of land transportation." The next four paragraphs deal with Garrett's industry messages. The newspaper called Garrett "a veritable breath of wholesome clean air" (Speech 34, 19). This is high praise for Garrett and for his accompanying industry strategy.

Better Highways Awards Competition

Garrett's next two presentations -- Speeches 44 and 45 -- were given in the fall of 1952 announcing GM's Better Highways Awards Competition. Speeches 55 and 56 were given the next spring announcing the winners. During the early presentations, Garrett was accompanied by several GM executives who actually announced the contest. Garrett served as host and moderator. These two presentations were two of the 240 meetings held across the country to announce the contest (Speech 45, 1). He said better roads would help both GM and the driving public. The program bears on the "progress and future growth of the country. We like to feel in General Motors that anything good for the people of the country is good for us" (Speech 45, 1).

The goal was "to stimulate thought and action on needed programs to modernize our nation's street and highway system" (Speech 45, 1). In addition, the contest focused on "a problem the public wants to do something about" (Speech 45, 6). The contestants were required to write an essay in response to the question, "How to Plan and Pay for the Safe and Adequate Highways We Need" (Speech 55, 1). Implicit in the statement was GM's belief that safe and better roads were needed. GM received 44,000 essays and the 162 national, state and regional winners shared awards totaling \$194,000 (Speeches 55 and 56, 1).

Motorama

Garrett gave 14 Motorama speeches from 1953 through 1956. Each of the speeches was given to the media who were of great importance to Garrett's PR strategy for the Motorama shows each year. Prior to the show's opening, Garrett would have a media luncheon which encouraged positive articles and excitement

before the show's opening.

The idea for the Motoramas is credited to Garrett and to GM's vice president for research, Boss Kettering (Personal 18). A 1955 Los Angeles newspaper article said it considered the Motorama to be "another feather in the cap of Paul Garrett, one of this country's grand men of public relations" (Bloomer A-18). Certainly this is high praise for Garrett and the profession coming from the typically adversarial news media. It is evidence of Garrett's effectiveness and relationship with the media throughout his career.

Beside the media, an important facet of the Motorama speeches were the presence of GM executives. In each of Garrett's welcoming remarks to the media and moderator comments, he introduced several GM executives present in the audience. During each Motorama luncheon, Garrett noted there were as many as 20 to 30 GM officers and directors present (Speech 48, 3). A Detroit News article said, "These affairs [Motorama, Parade of Progress, Powerama] give the public a chance to see and talk to high GM officials such as President Harlow H. Curtice, who enjoys the events as much a Garrett does" (Noble 48).

In nearly every instance, a GM executive spoke such as Charles A. Chayne, vice president in charge of the engineering staff; William F. Hufstader, vice president of distribution; or Harley J. Earl, vice president of styling. In every instance, President Harlow H. Curtice spoke. It is interesting to note Curtice had been president just ten days when he addressed the auto news conference in Miami on February 11, 1953 -- his first official public appearance (Speech 47, 10). During the June luncheon in Kansas City, Mo., Hufstader noted this was the seventh and final Motorama visit, therefore, Garrett and the other GM executives visited and met with the media in

nearly every city that year (Speech 54, 8).

A Los Angeles Herald and Express newspaper article called the 1955 Motorama "a modern masterpiece of industrial public relations. . . . It is an event that has grown out of some of the nation's most astute public relations minds." The article then identified "GM's one-two public relations punch" as Curtice, the "dynamic president" and Garrett, the "masterful" PR vice president (Bloomer A-18).

Several speeches were given between January and June 1953 to introduce the media to the 1953 Motorama. The speeches include, 46, 47, 48, 50, 52 and 54. It appears from the text, media interest was great. At the March 1955 luncheon in San Francisco, 175 media were in attendance (Speech 65, 2). The main themes were buried in Garrett's strategy -- PR is everyone's job, GM as a good neighbor and the importance of GM and the auto industry. During the Motorama tours Garrett frequently was asked why GM would exhibit vehicles and products it was not yet selling. Garrett said, "the objective of this Motorama is not alone to show the products that are available; it is to give you some background on the styling and engineering skills that are going into the planning of General Motors products" (Speech 64, 1).

Garrett told the Missouri group it was the first time GM had taken the Motorama show outside of New York and it had been three years since there was even a New York show (Speech 47, 1). Garrett said it took 100 vans to move the show and 453 people to staff. He generated excitement by saying Motorama "isn't fabulous, only in the sense that we have quite an unusual presentation of our current models; but it is an engineering and science show beyond that, including the dream cars of tomorrow which you have never seen before" (Speech 48, 2-3). Garrett said, "not to mention a

stage show set to music" (Speech 50, 1).

Attendance at the Motorama shows was high. According to a later presentation, the 1953 New York show had 211,987 visitors; Miami, 318,542; Los Angeles, 469,767; and 520,597 people visited the San Francisco show (Speech 58, 2).

In his 58th presentation, Garrett introduced the 1954 Motorama to the Chicago media. He said the Chicago show was eight times larger than the New York show (4). He also introduced a new Motorama feature, the "Kitchen of Tomorrow," an exhibit built to showcase GM's Frigidaire division's products. His 64th speech was written exclusively to introduce the 1955 kitchen exhibit to the media. The general manager of Frigidaire, and Harley Earl from design, followed Garrett at the podium.

In 1955, Garrett and GM continued the Motorama circuit. In his 63rd speech he introduced the new show to the New York media. The show itself had expanded. It now took 675 people to staff (5). He introduced GM president Curtice who gave a lengthy state-of-the-business speech and answered several questions. As in the other Motoramas, close to 30 executives were in attendance.

GM's 1956 Motorama deviated from past Motoramas and took a highway theme, Garrett said, in his 69th speech, given to the media on January 17, 1956 (1). Later that year he said, "Like all of you, we of General Motors are concerned over the importance of dramatizing the public's need for better roads, so we built Motorama this year around that theme" (Speech 72, 3). Following his brief introduction, Curtice made a speech and responded to media questions. As evidence of GM's interest in the media, the transcript was reproduced in pamphlets for the media. The cover said, "For reference and background information, this booklet contains the complete text of the remarks and discussion at the News Conference Luncheon. . . ." (Speech 69).

A day later, Garrett gave his 70th speech, this time in conjunction with the "Kitchen of Tomorrow" exhibit associated with the Motorama. He said the luncheon began as a byproduct of the Motorama three years ago and the attendance had grown nearly as large for this home-appliance discussion as it was for the automotive discussion (1). Obviously a tribute to the brief PR remarks and access to GM executives.

Two months later, GM took the Motorama show to San Francisco. In his 71st presentation, Garrett said more than 300 media were in attendance at the luncheon representing 35 different communities and at least four states (1). To add credibility to GM's future highway exhibit, he told the group the Futurama show at the 1939 World's Fair looked at the highways in 1965. He said, "we must have got those last two numerals, '65 reversed, because most of those dream highways seem to be here already in '56." He said he hoped the same would be true of this new exhibit and GM's predictions for 1976 would occur by 1967 (2).

During his 72nd speech, Garrett said Motorama attendance had been great. While in Boston, he said the previous year's show had attracted close to 600,000 Bostonians and he hoped the figure could be exceeded in 1956.

The Parade of Progress

Garrett began the Parade of Progress in 1936 as an extension of the 1933 Chicago World's Fair (Personal 18). From 1936 until 1941, the parade visited 251 cities and attracted more than 12 million people (Johanson 6). The second parade followed the 1939 World's Fair. The final parade traveled again in 1953. "Yet television -- one of the wonders the Parade had foretold -- was beginning to dull some

of its glimmer." The show ended again in 1956 ("Personal" 18). According to one of the men on Garrett's staff, the show was essentially "an industrial story" (Johanson 5).

During his 1953 Motorama tour, Garrett visited two Ohio cities and introduced the Parade of Progress traveling road show to the media in two identical speeches, 51 and 53. The parade was no small endeavor. It carried its own 1,250-seat "Aerodome 'big top'" and represented an investment of several million dollars. More than 92,000 people visited the first show in Dayton (Johanson 5).

In both introductions Garrett said, "the 55 young men now starting across the country are to become Ambassadors at Large not only for General Motors but for our American way of achieving economic progress" (1). These men will take industry's story to towns to create "better understanding of why America has come so far in the world and within so short a time" (1). These advancements came about by science, research and engineering and since the supply "falls short of the demand. . . . the Parade seeks to interest youth in making a career in the technical professions" (3). Garrett coined a phrase which also was used in advertisements, GM hoped there would "be some boy we have set dreaming" (3).

Speeches 59 and 61 also were about the Parade of Progress and provided updates on the show's progress. These speeches were given a year later to the media in Wilmington, Del., the 44th city on the tour; and in Providence R.I., the 52nd city (Speeches 59 and 61, 2). Garrett noted the great interest the show was receiving. In Harrisburg, he said, 33,000 people -- 37 percent of the town's population -- toured the exhibit despite the rain (Speech 59, 2). As with the other speeches, Garrett introduced GM executives, including Mr. Curtice, who made a presentation.

Powerama

GM's show business tours continued with Powerama, a "World's Fair of Power," to commemorate the production of GM's 100th-millionth diesel engine (Speech 66, 1). In his 66th and 67th speeches, Garrett introduced Powerama to the press. At the conference he noted GM had "never been privileged to hold so large a press conference." More than 250 media came to the Powerama introduction in Chicago, on August 29, 1955 (Speech 67, 1).

The large turnout for a local static event is a tribute to Garrett's media savvy and to the breadth of GM's shows. He later said to GM management it "illustrates how effectively imagination in public relations approach can be made to support merchandising. Two and one-quarter million people do not just *wander in*. Newspaper, radio and TV men do not pick up the ball and run just because they are *naturally* industrious" (Speech 68, 32). Powerama was larger than any Motorama GM had ever done. In addition to taking place on the lake, the show occupied an area equivalent to 33 football fields (Speech 67, 3). As with other shows, about 25 GM executives were in attendance and Curtice spoke at the press conference.

Other Speeches During the Era

Garrett returned to the management function of public relations in his 36th speech given before the Industrial College of Armed Forces on March 22, 1948, "Opinion Management by Industry." He used the charts he developed in his 24th speech to GM management and many of the same examples. However, because this speech was given three years later, it had a fresh mature approach in the use and explanation of his charts. This exact speech was given two days later, by Ralph

Moore, also to a military audience, under a new title, "Building Good Relations With the Public." This 37th speech, was the only one written by Garrett and presented by someone else.

Garrett advised his audience to consider the PR aspects to every encountered problem. He said:

The public relationship aspect may not be evident on the surface, and that is unfortunate. But you may be sure that it is there and that in time it will work its way forward to plague you unless anticipated. So it is very important to search with diligence and with vision for such a public relationship aspect early in the policy stage of any situation, that is, before vital decisions are made and before major commitments have been taken (2).

He hastened to add consideration for the PR aspects did not mean they should govern every decision. Currently, GM was wrestling with the PR aspects of four issues: profits, price, the large size of the company and labor relations (22-23).

Garrett defined PR and said, "true public relations is not press agency nor publicity nor yet is it the device of suppression. True public relations begins with doing the right thing" (12). He continued to say a company must let its public know the good things it is doing. He said at times GM "had mistakenly thought the facts would speak for themselves" (15). Later he said, "Actions speak louder than words. But actions do not always speak for themselves. Actions must be spelled out. Unless you explain an action, it often passes by people. Worse still, it can be misinterpreted, even leading to attacks on you" (17).

He said, "It is a traditional GM policy to be a good neighbor in the communities in which we have contacts" (12). Garrett discussed his PR organization nationally and locally and said:

Through our plant city committees we seek to encourage our

resident executives really to take an active interest in the affairs of their communities and to participate in worthwhile community activities. We encourage them to appear as speakers before local service groups, to serve on committees for fund-raising drives and other worthy causes and even to take an interest in local government. We consider this a part of their job (14).

In other words, he was saying PR is everyone's job.

Two-way communication is important to organizations' concerned with effective communication. One way to gather information is through public opinion research. Garrett said since it was a relatively new field GM was doing "a great deal of experimenting" in it because it knew "management cannot make intelligent decisions without taking outside opinion into account" (19).

Garrett's 38th speech consisted only of welcoming remarks and those he made as moderator of GM's auto news writers' clinic at the Waldorf-Astoria in New York, on January 19, 1949. He welcomed the press and noted it has been eight years since GM had hosted one of these clinics due to the war (1). Garrett was accompanied by several GM executives who spoke to the media -- 28 are named and he said many more were present. These executives included President Charles E. Wilson and several executive vice presidents, vice presidents, and general managers.

The program consisted of two presentations and open discussion by William J. Davis, executive engineer and future executive of GM's Technical Center, and Wilson. Without saying it, Garrett was stressing his theme of good press relations, PR is everyone's job and industry's role in interpreting itself to the public. This is the first of many speeches in which Garrett hosted the media and GM executives.

Garrett's 39th speech consisted of remarks delivered at a panel discussion on profits at the national conference of business public relations executives on February 3,

1949. His remarks provide an interesting look at Garrett's strategy. He admitted it had always been difficult for the consumer to understand the importance of profits and that he or she is a beneficiary of an organization's profits. Instead of a "shotgun approach" Garrett developed a "direct approach" to explain GM's profit situation (1).

A committee was organized which consisted of three PR practitioners, two executive vice presidents and the vice president of the financial staff. This GM group prepared a statement and presentation for a government group at an invitation by the government. In addition to charts and technical information, the group brought a 1928 Buick and a 1948 Chevrolet to the hearing.

According to Garrett, "We decided to drive a new and old car into the shadow of the Capitol to explain in one easy lesson what profits have done for General Motors customers" (3). The group noted the technical advancements of the new vehicle and that these features "represent 'profits' for the customer that have been steadily added by General Motors over twenty years" (3). During those 20 years, GM "plowed back" \$900 million into the business (3).

Hill interpreted GM's strategy as combining government relations with PR. He encouraged practitioners to take note: "In many cases dramatic techniques and imagination can be used effectively to make the point. Not long ago General Motors brought a 1929 [sic] Buick to the Senate office building to compare with a current model Chevrolet, thus demonstrating the great advance in motor car values over the years" (Corporate 116).

"A Report on General Motors Defense Effort," is a transcript "of the text of a motion picture produced for showing to General Motors management groups in the field at meetings of the General Motors Clubs and Plant City Committees. The picture

was recommended as timely information for showings at other meetings with field and plant supervisory groups" (1). The pamphlet contained "comment" by Garrett in this, his 40th speech, published on April 2, 1951. The introduction said it would "give GM people helpful background information on the public relations aspects of GM's operations in a mixed economy" (1).

The purpose of the film and accompanying pamphlet was to create understanding of GM's defense role in the Korean War. Since GM had been criticized during World War II, the company knew a quick proactive effort was vital. Because of Garrett's inside/out philosophy, his feeling PR was everyone's job, consideration of the PR aspects of policy decisions, interpreting the organization to the public and many more, he sought to elicit the help of GM employees in defining GM's defense role. In his concluding remarks, he said:

In a period like the present it is more important than ever for General Motors to have the confidence of the public. This confidence can come only with understanding -- public understanding of what our problems are and of our firm purpose to carry our part of the defense load.

This public relations job of creating understanding can be done best by the thousands of General Motors men and women living and working throughout the 48 states and talking with millions of Americans each day (22).

Garrett's 41st speech contains nothing of substance in its three pages of brief remarks given to the New Jersey State Chamber of Commerce on October 18, 1951. His 42nd speech, given later that month, addressed only two of his themes: understanding the public and interpreting an organization to its publics. In this presentation at the Financial World Award Dinner, he presented the award for the best annual report in 1950.

He encouraged the attendees to strive to enhance their own annual reports. "By

making our reports better -- we instill in our own shareholders a better understanding of the business. As we accomplish this, we also increase public understanding and broaden the ownership base. . . . The ownership of American enterprise is shifting from Wall Street to Main Street" (2). This quote reveals Garrett's "GM Across America" strategy during this era of criss-crossing the nation to explain GM's philosophies.

On June 11, 1952, Garrett made his 43rd presentation to divisional general managers and to members of their staffs called, "Engineering Progress as a Continuing Public Theme for General Motors and the Divisions." This booklet began with a memo from GM president C. E. Wilson to the general managers. He prefaced Garrett's speech by saying the following strategy was developed as a result of meetings with the Public Relations Policy Group to address the "problem of building up GM's reputation for engineering leadership" (5). One of GM's goals was to enhance this image, therefore, Garrett suggested "engineering progress" be established as a new GM theme (7). According to Wilson:

If GM's engineering, research and design achievements were even better known and understood, it would not only greatly enhance the reputation of the Corporation and the divisions but, more importantly, would assist in building stronger engineering organizations and what is perhaps equally important, pre-sell the public on the values that are built into GM products (5).

This program represented Garrett's "doing is more important than saying but it is not enough" theme. The speech began by saying GM's engineering and research leadership is often unquestioned, however, many customers are unaware of that leadership. To relay this message, a coordinated program must be instituted for each division to receive the maximum benefit. Garrett said, the program "must clearly be

an all-out, all-GM effort. To be most effective, it will be necessary for all divisions to participate in this Corporation-wide, long-range project" (26).

Several goals and messages were discussed. One of the aims was to increase relationships with engineering colleges "to strengthen GM engineering prestige among academic people and to attract the best engineering graduates to GM" (9). In addition, in order to make the future GM Technical Center a "visible symbol of GM research and engineering leadership" a program must begin immediately (9).

In addition, as part of an earlier effort, GM distributed educational booklets on engineering subjects. Since 1935, more than 700,000 books were distributed primarily to schools. Motion picture films were an important GM strategy so engineering films were planned to be added to GM's library. At the time, these films were seen by about 14 million people annually (14). Other image-enhancing projects Garrett discussed included traveling engineering shows and seminars for educators.

Garrett also gave the rationale behind revitalizing the Parade of Progress show which originated in 1935. According to Garrett:

[T]he Parade of Progress drew public attention to GM products and helped establish General Motors in the forefront of scientific progress. How better engineering is applied to the creation of better things for more people was brought home to the American people. Because of its ability to entertain, educate and influence mass audiences, the Parade, traveling over the country from town to town, was a singularly dynamic form of public relations (22).

Close to a dozen new exhibits were built for the exhibit to showcase GM's leadership in aviation, transportation, home appliances, research and many other areas. In order to increase attendance, GM's Previews of Progress science shows were scheduled to visit secondary level schools and colleges before the public exhibition date. After listing the goals, strategies and programs, he advised the divisions to enhance their

own engineering reputations by building from the Corporation's program and to accompany these efforts with advertising and media relations.

Garrett briefly moved from his Motorama circuit to address a graduate business management class at the University of Michigan on April 23, 1953. His 49th speech was a PR as a management function address. He encouraged the business students to pursue the field of public relations:

How to handle public opinion is the thing that has the world in a 'spin' nowadays for we know very little about that art -- To show you how young relatively this profession is in industry, I myself am the first man to have been elected a V.P. of a big corporation in industry in this field. And not because I was so good. There just was very little to pick from -- And the demand for good men in this area runs away [sic] beyond the supply of qualified men (2).

He discussed the problems GM and industry had experienced in regard to their large size. To understand the issue and address public concern, GM conducted a survey to find out exactly what made a large company "good" or "bad" (4). This discussion led to his discourse on considering the PR aspects of an issue before developing policy. Therefore, Garrett said, the PR's department's efforts are now "spent on handling the 'hot potatoes' before they get 'hot'" (6).

Garrett explained many of GM's programs and the rationale behind them. He also said PR was the responsibility of everyone associated with the company. According to Garrett, the "Hardest problem a practitioner of public relations in any company has is to impress upon the company's executives that the job is theirs -- not that of any public opinion department" (8).

Garrett again addressed the PRSA, this time on November 7, 1953. His 57th speech was an introductory talk at the keynote discussion, "New Public Responsibilities of Management," during the PRSA's sixth annual conference. He said,

"Each [conference] is a milestone along the road we hope will lead to more solid accomplishment and to a greater stature for public relations" (1).

He began by discussing the infancy of the PR field. In the following analogy, he compared the conference and profession to a child. He said, "like the child, who sometimes lacks judgement at six -- we may at times stress the techniques of the business when the need is for greater wisdom in laying out policy" and considering the PR aspects (2). He said, there is "opportunity for growth in helping management interpret the broader phases of the business" (2).

He told the stories of two misguided practitioners who did not understand PR's real management function. He said, "technical competence" in PR is required, however, "it is no longer enough" (3). He said these "wailers" were frustrated because they did not receive management's recognition yet they did "not themselves understand management and its problems" (3). He said PR professionals must continue to grow and learn because "management's horizon has also been enlarged" (3). Therefore, PR must keep pace to retain management's confidence.

In a continuing effort to keep GM's employees informed, Garrett spoke at the GM personnel administration educators conference on June 17, 1954, his 60th speech. His theme was PR is everyone's job. Before someone can practice PR, he or she must know what it means. He said, "A lot of people still think that public relations is what you get into the paper after something goes wrong. We learned long ago in G.M. that wasn't so at all" (2). To illustrate the importance of representing GM favorably, Garrett quoted from the Operations Policy Committee Resolution of January 27, 1947: "[A]part from any personal responsibility as a citizen of the community in which he resides, every corporation and divisional executive has an obligation to help maintain

the position of General Motors as a good responsible citizen of the community" (5).

A few months later, on October 27, 1954, Garrett made his 62nd speech at a GM management conference, "Reaching Your Public Effectively." This speech was an expansion of his previous internal speech and was reprinted in a GM publication, News and Views. He discussed the many things GM did each day internally and externally to build public favor. He said these deeds also must be communicated. "[P]ublic relations in General Motors rests upon deeds. But we recognize that words, too, are necessary to build understanding" (29).

He encouraged these managers to take responsibility for helping him and his staff with GM's public relations:

Now one or another of our public problems has a way of getting to each one of you every day. Questions are popped [at you] [his brackets] on the street corner, at luncheon [sic], on the telephone.

Each time we hear such questions we have a public relations opportunity to set someone straight. General Motors has an unparalleled record of sound policies and achievement. It is up to each of us to fit ourselves to expound them as the occasion requires (30).

Garrett addressed GM's executive conference in his 68th speech, "A 3 Year Public Relations Program for General Motors and its Divisions," on September 28, 1955. This is his last internal speech. It contrasts to his first few speeches 24 years before to GM executives. This speech was evidently first a slide show and was made into booklets. The tone is humorous, however, the messages are as clear as they were in the 1930s.

He hit all of the major themes he stressed throughout his career, namely, PR is everyone's job, therefore, it must be decentralized. "More than any corporation group anywhere you understand the principles and uses of good public relations. . . . We

keep the name 'General Motors' burning brightly in the public mind, as a symbol of quality and value and good citizenship" (6). Although he did tell the group there can only be one GM spokesman, "That *must be* the president. *But the rest of us* must handle the large areas of public approach below the summit" (9).

He again discussed the PR aspects of situations and reminded his audience they "must always be *evaluated*" in decision making (14). GM had become a better community citizen because everyone was sharing the PR job and because the PR aspects of potential situations were considered. As a result, the press now "consider us friends" (16).

In addition to his main themes, Garrett also discussed the importance of timing in public relations and the use of imagination in creating programs. An element in GM's successful PR formula is:

imagination in the use of public relations techniques as a powerful ingredient in merchandising. GM is leader in this new field which provides a rocket assist for tried and true merchandising methods. It . . . turns an automobile show into a Motorama . . . including shaking hands with 7,000 folks at a cozy little invitational preview. It establishes new confidence in the product by talking frankly to the press [his ellipses (26-27)].

Following a review of GM's successes, Garrett challenged these executives to continue building GM's reputation, explaining itself and taking advantage of its large size.

On May 15, 1956, Garrett made his 73rd speech at GM's Technical Center news conference. Close to 225 editors from all over the country attended the dedication (1).

Garrett introduced Curtice who told the group he was going to tell them what the Technical Center "means to us in General Motors and what we think it means to our country and, perhaps, to the world" (3).

Garrett made his last speech, his 74th, on December 6, 1956, a few weeks before

his retirement. He spoke at GM's press conference at the 42nd national automobile show in New York. He said, "this is the biggest press conference we have ever held. . . . You come from 19 states and 48 cities" (1). Garrett said, "I know it is traditional that a host should confine his remarks to a few words of welcome. With your permission and with Harlow Curtice's permission I should like to break with tradition for a moment" (1). This statement epitomized Garrett's Motorama and media luncheon speeches. It also is evidence of why Garrett's later speeches were merely brief welcoming remarks and introductions.

Garrett asked for extra time in order to dispel the belief annual model changes were unnecessary. He said:

We still hear talk of an annual model change as a foolish expenditure -- as an economic waste. . . . To me this is a disturbing philosophy. It shows a failure of people to understand the economics of our industry. It shows my own failure over 25 years in the industry, and that of a great many more, to help people to that understanding (2).

He said those in attendance may know the facts, however, "it is still new to many others. And so I ask your help, as well-wishers of our industry, to guide us to a better job in getting this story to those who do not know these thrilling facts of life" (3).

Even during this, his last speech, he was trying to create better understanding between industry and the public.

Analysis of Garrett Articles

At least seven of the articles Garrett wrote were published throughout his GM career aside from his speeches being reprinted. The themes contained in his articles are the same as the ones in his speeches. Since the articles occurred concurrently to

his speeches, they are important to obtaining an overall view of Garrett. In addition, these articles contain many well thought out philosophies.

"Making Others See Us," printed in the Red Barrel in December 1937, was his first article after joining GM. It came six months before his first external speech, therefore, it provides the first glimpse of his external themes. In this article, Garrett developed his industry themes and PR strategy. He said, "There is nothing vague or intangible about public relations -- or about building a program to make them favorable. They don't just happen as a matter of course" (8). In order to practice effective public relations, he said, industry should listen to public opinion in order to anticipate trends.

He also discussed the importance of good labor relations, the importance of big business and his inside/out theory. He clearly defined his GM as a good neighbor theory, and in fact, never again described it as well. He said: "It means simply that in everything that is done, the question should be asked, 'How would it look to me if I were in his place?' An effort should be made to learn how to be good neighbors, not for its value in building fellowship as such, but because more and more it will be found that business depends upon it" (9).

Two years later, Garrett discussed "Public Relations Techniques," in Management Review. In this article, he essentially discussed his inside/out theory, and listed, in order, four groups with which organizations should communicate: employees, the community, suppliers and consumers. He said, "There are endless opportunities for improving employee relations. Many good ideas for building better relationships with employees are shoved aside for no other reasons than that they are too much trouble" (38).

The next article, "Management Needs a Sixth Sense," is contained in a small pamphlet, The Clarkson Letter, published by the Department of Business Administration at the Clarkson College of Technology in New York, in May 1947. Garrett explained how to be a good community neighbor by keeping employees informed and by inviting the community to visit the plant or GM location. "People must be given an opportunity to see for themselves that a company is living right" (n. pag). He discussed an instance where a community felt it would be unpleasant to work at a GM foundry because of the "hot and dirty" connotation. Once the community saw the inside of the foundry people discovered it was "one of the most modern establishments of its type and not at all the 'hell hole' people thought it to be. . ." (n. pag).

Exactly a year later, Garrett was a guest editorialist in the Journal of Commerce's column, "As Business Leaders See It." In this article, "Grass Roots Planning is Self-Correcting," Garrett discussed the importance of free enterprise versus government regulation. It was one of the themes he frequently advocated in his speeches.

History proves that planning from the top cannot compete in result-getting with our dynamic system. The top planner is like a horse with blinders. He can see only in one direction. Too often it is the wrong direction. When a grass roots planner makes a mistake it is corrected through free competition. Some competitor steps in and [sic] does the job better. The customers get the advantage, and only the planner who was wrong suffers (n. pag).

Garrett's next article, "Opportunity Unlimited," appeared in an unlikely publication, the Laundry and Dry Cleaning Journal of Canada, in November 1948. The article is a reprint of a speech he gave the organization a month earlier. He admitted his "feelings were mixed" when he was first asked to speak, however, he realized the two industries were similar since they both were in the "mass-production

business" (38). He explained to the group the principles behind good public relations and how to achieve good standing with the people of their communities. According to

Garrett:

good public relations mean DOING A GOOD JOB, BASED ON GOOD POLICIES FORMULATED WITH DUE CONSIDERATION FOR WHAT YOUR CUSTOMERS AND THE PUBLIC EXPECT OF YOUR BUSINESS, AND INTERPRETING YOUR COMPANY'S POLICIES AND PRACTICES TO THE PUBLIC. THE OBJECTIVE IS ACCEPTANCE BY THE PUBLIC OF YOUR COMPANY AND ITS PRODUCTS OR SERVICES (38).

He noted, "Dislike may stem from misunderstanding" (38). The last portion of his speech dealt with how to eliminate misunderstanding and improve the two-way flow of communication between company and customer. "Give people the facts and they are willing to meet you more than half-way. Take what may seem to others an arbitrary position and the whole world is against you" (43).

The next article was contained in a publication Garrett helped to develop, General Motors Engineering Journal. The Journal was developed specifically for GM engineers and engineering educators. According to Garrett, it was "part of a full-fledged program of G.M. to establish a connotation of Engineering Leadership (Speech 49, 7). He said the journal was "one medium for building that understanding" (inside cover). Garrett discussed the importance of informing the public about engineering accomplishments, most of which was unknown, "the very people who derive the benefits of all these things do not fully appreciate the importance of engineering to their well being" (inside cover). This article was published in 1954, the same year GM produced its 50 millionth car.

Garrett's last article was his longest. It was published three months before his

retirement. This article bears a similar title to his 20th speech given in 1943.

Previously Garrett discussed the four dimensions of public relations, in this article he described, "A New Dimension in Public Relations." This article is perhaps his best discourse on public relations. It is both inspiring and insightful. He said the public relations field had "scored advances and attained a growth that few would have dared envisage in early formative years" (5). The biggest growth, according to Garrett, was in corporate PR.

Within the corporate field, Garrett described the greatest advance in PR, "It is a management function right along with research, engineering, distribution, manufacturing and personnel" (5). He added, "*public relations, starting from scratch, has gained stature more rapidly in the past 20 years than has any other management function*", however, it was "just the door opener" (5). In order to continue progressing, PR practitioners must continue to "develop an understanding of our broadening problems and opportunities" (6).

In order to accomplish this, Garrett said the profession must do three things. First, it must decentralize PR operations down to the point of contact with the customer. He called this "putting the entire organization to work on public relations" (7). Second, PR must "master that sense of timing" (6). "Timing is the art of knowing when to do what. Timing what we do is almost as important as what we do. . . . Good timing of a move can enhance its public impact" (7). Lastly, PR must continue to develop new ideas. He said, "nowhere in the business is more imagination required for progress than in public relations. It requires imagination of the highest order to devise ways to lodge an impression in a person's mind with regard to a company's policy or product or management" (7).

For the first time, Garrett also discussed the training of future professionals.

"The young man seeking a career in public relations today need not worry whether the president of the company will appreciate his talent. What we all need to worry about is how we . . . can build our competence to carry the load" [his ellipsis (7)]. He added, these "promising young trainees" should have an opportunity "to move around, and not only within our own staff. See that they have an opportunity to acquaint themselves with all parts of the business, to develop a viewpoint and an understanding of the public relations aspects of the whole operation" (20). From this article, Garrett's accomplishments can be seen in his discussion of the past, his sage advice and his vision of the future.

PR Messages in GM's Annual Reports

At Garrett's suggestion, Sloan added a section on public relations to GM's annual report soon after his arrival (Golden, Consent 104). Therefore, in addition to discovering Garrett's themes in his articles and in his speeches, it is valuable to analyze these PR sections to understand the breadth of his influence. Beginning in 1933 and continuing through 1945, 13 consecutive annual reports contained a discussion of PR. All but the last three reports had sections titled, "Public Relations." In 1942 and 1943, the passages were called "Public Relationships," and coincided with a new larger format for GM's annual report. In 1945, the last year for the section, the passage was shorter than usual and called, "Relationships with the Public." It is interesting to note that the reports for the years 1937 through 1939 are all exactly the same, however, their size more than doubles from the 1936 report. This is the only incidence, however, that the reports are the same with the exception of similar

sentences or paragraphs throughout.

Since Garrett's PR committee was responsible for stockholder relations, it can be assumed that Garrett, and his staff, had a role in the development and writing of the annual report. If perhaps his role was small, it can at least be assumed that Garrett wrote or supervised the public relations section since it was his specific area of responsibility. These 13 sections reveal several of the themes Garrett advocated in his speeches, not only in thematic content, but in phraseology. It is easy to see Garrett's influence.

Others also gave Garrett credit for the PR sections in the annual reports. Broughton reprinted the public relations section from the 1941 report verbatim saying it was an "expression of public relations policy on the part of General Motors." He continued, "It is presented here as a constructive approach to industrial public relations responsibilities. And specific mention of public relations in a corporation report is a significant and important fact in itself" (208).

Thirteen of Garrett's 15 themes appear in his annual report discourses. Two of these themes appear in each section: the importance of public relationships and the necessity of industry interpreting itself to the public. The first theme of public relationships is almost always mentioned in the first sentence. The 1933 report said, "It is apparent that there is a growing realization in this country that nothing is more vital to the maintenance of a corporation's position in industry, and to its future development, than a satisfactory relationship with the public or good public relations" (24).

The good relationships theme also illustrated the immense influence Garrett had with Sloan. Written less than two years after he joined GM, this showed he sincerely

had Sloan's backing and understanding. The 1945 report also began with the importance of relationships and illustrated how far GM had come in 13 years.

"GOOD RELATIONSHIPS with the public are a force which General Motors desires in all its operating policies and practices" (26).

The second theme concerning industry's need to interpret itself, is mentioned in various ways and often more than once throughout the section. Garrett's communication essentially came down to seeking to understand the public and seeking to be understood. "To tell the story of General Motors and of industry of which it is a part in such a way as to be understood better by people in all walks of life is of vital importance" (1944, 26). He frequently mentioned the mutuality of two-way communication, "It is essential that along with a better knowledge and understanding of the public by industry there also be a better interpretation of industry to the public" (1937, 57).

In two-thirds of the reports, Garrett discussed three themes: the importance of industry and of the customer and GM as a good neighbor. Garrett stressed the importance of the customer and frequently mentioned GM's customer research activity and the "highly scientific" research it conducted to determine the "trend of public thinking" in order to better align its policies on a "firmer foundation of fact" (1934, 28).

In addition to industry interpreting itself, Garrett also defended industry's importance to the consumer, economy and the nation. As with his speeches, he lumped GM in with industry as a whole and vacillated between the importance of each. The 1937 report said GM had an obligation to its publics "whose individual welfare is linked with the Corporation's success. And in an organization as large as

General Motors, the entire country is involved to an important degree" (57). The importance of GM to the country will appear again in later reports.

As previously discussed, Garrett felt the role of GM in the plant community was important, from a public relations standpoint, in order for GM to be a good neighbor. The 1940 report said: "Throughout its field organization and wherever its plants are located, General Motors endeavors to be a 'good neighbor,' to promote mutual understanding and hence better relationships everywhere" (52).

The next largest theme, mentioned consecutively in the first seven PR sections, is PR is everyone's job who is associated with GM. Garrett included stockholders in this group of GM supporters. "The Corporation takes this opportunity of pointing out to every member of its organization, and to every individual throughout its extensive distributing organizations as well, that each has a direct responsibility for cooperation in this matter of public relationships. All are intimately and vitally concerned" (1935, 39). This push for PR assistance is similar to the weight given this theme in Garrett's early speeches.

Although only mentioned twice, applying the PR philosophy to everything GM did, Garrett defined PR in three other reports and mentioned its significance in others. From the first report, which discussed the importance of "good public relations" (1933, 24), to the last report in 1945, there is no doubt PR is important to GM. According to the 1941 report, GM's commitment to PR began "in a small way twenty years ago" and had since become an "important activity in General Motors" (45). The 1943 report said, "One of the important means of maintaining good public relations is a fair and fearless dissemination the facts regarding the aims and objectives of the Corporation's policies and the record of its performance" (36). This illustrates GM's

feeling that it must interpret itself.

The defense era reports began in 1940, paralleling Garrett's speeches. In 1941, the "new industrial function" of public relations was discussed (46). It continued and said PR had been especially important during the year since it was important the country understand the actions GM has taken in its war efforts.

GM considered keeping the public informed as part of its social responsibility. This theme was primarily discussed during the defense era speeches. It is a facet of his good neighbor theme. GM felt its high regard with the public over the years was evidence it had met its responsibility since it tried to "maintain a sense of public responsibility" in what GM said and did (1943, 36). In 1945, GM said industry should demonstrate "sound social as well as sound economic objectives. The *way* a company produces is often as important as *what* a company produces" (26).

One of the most prevalent themes in Garrett's speeches was his inside/out theory. This theory was explained in reports written in the forties. "General Motors seeks first of all to give all people connected with the organization itself an understanding of management policies." Because policy acceptance will help them "do a better job" (1944, 26).

What's Good for the Country

Perhaps the most interesting facet of the PR sections in the annual reports is the discovery that it was in the forties and not in 1953, that the widely paraphrased quote, "What's good for GM is good for the country and vice versa," originated. In the 1942 through 1945 reports, the beginning of this quote is explored. To avoid further confusion about the intent of this quote, the original context needs to be explored. Up

to the present, it is thought that GM President Charles E. Wilson made this comment in 1953 during his confirmation hearings as nominee for secretary of defense during the Eisenhower administration. These reports show, however, he was merely repeating what GM considered to be its PR operating philosophy. As mentioned before, as early as the 1937 annual report, GM felt it had an obligation to its publics "whose individual welfare is linked to the Corporation's success." It said because of GM's large size, "the entire company is involved to an important degree" (1937, 57).

GM's 1942 annual report was subtitled, "General Motors at War." The section on public relations began with a discussion of the "impact of war" (57). This section was an attempt to create understanding for GM's war efforts and to combat the criticism it had been slow to react and to convert its plants to war production. In Garrett's defense era speeches, he explained that even though GM may have received a defense contract, the work was divided among its many suppliers. With this understanding and to avoid further confusion, it is important to quote the entire paragraph from which this well known phrase came from:

The technological competence of General Motors, its ability in engineering and scientific research and its production know-how are the basic elements of its performance. In peace and in war it seeks to make these attributes an underlying and permanent asset of the community and the nation. It is a part of the organization's operating philosophy that what is good for the country is good for General Motors and what is not good for the country is not good for General Motors (58).

The report ended by saying it was important for industry and GM to explain their war efforts due to "the public relations function of American industry" (58).

The 1943 report mentioned the war once in passing and focused, instead, on GM's and Garrett's many philosophies: the relationship between industry and the

community, good internal relations, GM's social responsibility and commitment to customers. The last paragraph of this report said: "General Motors' public relations policy is actuated by the principle that 'What is good for the people of the country is good for General Motors.' This broad concept continues to guide the organization in war as well as in peace" (36). Already it can be seen the quote is more individualized and is softened to exclude what is good for GM.

The 1944 report had almost the same statement for its last paragraph but differs by changing the PR focus to read, "The policy of GM management is actuated . . ." (26). This is interesting because the rest of the reports differ in content. There was a subtle but important change, what was considered a "public relations policy" was now the "policy of GM management."

The 1945 report, the last year for the PR section, again changes the statement slightly. It was still considered the "policy of GM management," however, the phrase was returned to, "*What is good for the country is good for General Motors.*" It ended with the following sentence: "This broad concept provides a basic pattern for building good relationships with the public and guides the organization in all its plans and activities" (26). This notable quote, in this context, appears much more positive and altruistic than how it has been misinterpreted over the years.

This quotation likely rose out of misunderstanding of the supplier/contractor relationship. Frequently, throughout his defense era speeches, Garrett mentioned how the contractors were assisting GM in winning the war. In 1944 he said, "It becomes a vast project in public relations to explain peacetime interdependence of small and big business units and how each sustains the other to mutual advantage" (Speech 22, 12). In other words, when GM received a war contract or an order for a vehicle, its

suppliers benefited as well.

In addition, Garrett made this statement himself in many of his speeches. In November 1952, while introducing GM's "Better Highways" contest, he said, "We like to feel in General Motors that anything good for the people of the country is good for us" (Speech 45, 1). In a presentation to GM management in 1945, Garrett ended his speech with the important quotation from the annual reports, "What is good for the country is good for General Motors, and more often than realized, what is good for General Motors is good for the country" (Speech 24, 132).

Wilson was in the audience for the 1952 speech because Garrett mentioned him. It also can be assumed he was present during Garrett's 1953 speech since it was given to GM executives. In addition, the latter speech was made into booklets. Whether or not Garrett was the author of the quotation, evidence exists that Wilson was only repeating a contemporary GM philosophy at his senate confirmation hearings and not coining a new phrase.

De Lorenzo said he sent about 300 transcripts to reporters or others when they would misquote Wilson. "Every time someone would write that [What's Good for GM. . .] I'd sent them a transcript and I'd generally get a letter of apology back" (1992). De Lorenzo was not aware of the PR sections in the annual reports or Garrett's speeches which mentioned the country quote.

From these 13 annual report PR sections, it can be seen how important public relations was to General Motors. Garrett's philosophies became one with GM's and then became management directives. A study of these sections provides a revolutionary glimpse of Garrett's vast influence in the operation of the corporation.

Common themes thread throughout Garrett's speeches, articles and the PR

sections from the annual reports. Garrett's influence was immense. His writings as a group reveal common strategies. His business and PR philosophies were consistent which show he believed in them or he would have had scattered messages rather than a few standbys. He advocated nearly the same things at the end of the career as he did in the beginning. He obviously had a plan and a core of beliefs that allowed him to use these strategies to address any situation.

CHAPTER IV: ANALYSIS: MAJOR QUESTIONS OF INTEREST

Introduction

A combination of the three primary research techniques, literature review, interviews and the speeches themselves, served as rich sources of information. The analysis section is divided into four sections all of which will answer different major questions of interest. Each section will use literature which discusses Garrett's accomplishments as support and/or elaboration. A combination of old and new analysis provides a more comprehensive review versus an entire section which discusses how Garrett is portrayed in literature. Garrett's own words from his speeches and articles also will be used as support.

The first area of analysis surrounds Garrett's personal traits and professional skills. The main question of interest in this section is to discover what led to his success as a PR pioneer. This section primarily relies upon information obtained from personal interviews.

The second section seeks to answer the major questions of interest which surround the process of Garrett's speech making. Questions include: Did Garrett write his own speeches? Was he considered to be a good speaker? Did he originate his speech material? How were his speaking engagements initiated? What made him put his speeches into pamphlets? And to whom were his speeches distributed?

The third area of interest is Garrett's relationship to Sloan and to other GM executives. It is important to discern if corporate public relations practice was Garrett's or Sloan's creation or a combination. This section also is important to discover how Garrett helped PR achieve management function status.

The final and most significant area of study is a thematic analysis of Garrett's speeches. This area relies least upon interview information and most upon the writer's opinion of the consistent themes used throughout his 74 speeches. This area is most important in order to substantiate Garrett's esteemed role as a founder and pioneer of corporate PR and to understand what he advocated and why. It is from this section Garrett's maxims were collected.

Garrett as a PR Pioneer

Throughout the thesis, examples of how Garrett was referred to as a pioneer in the field of corporate public relations were examined. As stated, these references do not provide substantive information as to why he received this honor. Interviews with four of GM's public relations retirees provided insight into Garrett's personality and pioneering traits.

When asked to describe Garrett, the interviewees responded with a mixture of personality and leadership traits. Moore said he was "a true PR man," who "devoted his life" to public relations. Britton said he was "likeable and had a good sense of humor," however, "he could be stubborn." Macksoud said he was a "good listener," had a "charming personality" and was a "good overall executive." De Lorenzo also called him charming and "persuasive." Garrett "was good with his people" (De Lorenzo 1992). De Lorenzo said, Garrett would have staff dinners two to three times a year to let them know how they were regarded and to keep them abreast of new issues (1992).

Not all reports were glowing, however. Britton said, Garrett would not always back you up if you "got out on a limb." His people solved this, he said, by "not

getting out there." De Lorenzo said, "He was an extremely good politician. He didn't want to get sideways with anybody, of course he might have carried that to an extreme, at times, because he got sideways with everybody" (1992).

Perhaps the most important question is what made Garrett a successful public relations pioneer. Each interviewee gave several reasons for Garrett's success. One reason given was attributed to his staff. Moore said he had a "great organization and good people." Macksoud agreed, "He had a very large and well trained staff. So it made his work that much better. We had all kinds of specialists and writers." It may be true Garrett had a good staff, however, he developed it himself with only one assistant.

Other reasons for his pioneering accolades include his "knack for picking out good ideas when he saw them," (De Lorenzo 1991). Moore said it was his interest in "close and personal contact with the press." Britton said, it was "mostly the prestige of General Motors" that helped him. De Lorenzo said, "One of the things that contributed to his success as a PR pioneer was the fact that he was a pioneer. That was a great magnet for attracting attention" (1992).

Beside his own talent and GM's prestige, Garrett was successful because of Sloan's support. Britton said, "Mr. Sloan had confidence in him. That was a great help." De Lorenzo agreed, "He had two tremendous assets. One, Mr. Sloan who was a progressive pioneer in his own right. . . . Then he had Boss Kettering [GM's vice president of research]. Kettering was a genius. He was the greatest asset public relations had. He couldn't begin to meet the demand of Kettering's speeches" (1992). From these statements, it can be inferred that without Sloan's support, Garrett may not have had the latitude to implement innovative programs or to counsel management.

The Speech Making Process

In order to conduct a theme analysis of Garrett's speeches it is important to know if Garrett wrote his own speeches. Early in his career, Garrett wrote his own speeches but later he had between two to five different speech writers who wrote for him (Britton). At the time Britton wrote for GM, there were about 10 people who wrote speeches for executives, however, they each had additional assignments since there was not a separate speech writing department at the time.

De Lorenzo said, "In those early days he had a much more important role in developing those speeches than he did later on when he had a staff" (1992). Garrett may have had help, but "the final product was pretty much his own" (De Lorenzo 1991). Britton, who "worked into" becoming one of Garrett's speech writers, said Garrett would give his writers different ideas for a speech and they would "take it from there." He added, "He had very definite ideas, particularly about what he didn't want." Moore said Garrett rewrote his speeches with a red pencil.

Garrett primarily responded to invitations when he spoke, although he did seek some engagements. Macksoud said GM had a speaker's bureau for at least a year and it would arrange some appearances for Garrett as well. De Lorenzo said, "He had more than he could fulfill, as I did" (1992). Garrett could handle his large speaking load, which increased substantially in his later years, because, "He didn't have much of an administrative load, we all did that for him" (De Lorenzo 1992).

Not one of the interviewees gave Garrett a standing ovation for his speaking style but all considered him better than adequate. De Lorenzo said Garrett was "above average." He was not "a dynamic speaker but he was alright" (1991, 1992). Moore said, Garrett "got his message across because it was well organized." Both Macksoud

and Britton said, "He was pretty good." Macksoud added, "He had a very engaging manner, a jovial manner and I think that kind of personality extended itself to his public speaking."

A third of Garrett's speeches were made into attractive pamphlets. Britton said, "It was quite a popular thing to do" both within and outside of General Motors. "We'd get speeches from other companies which they'd file and forget. I'm sure they did the same with ours. Executives had little tolerance for reading the speeches from executives at other companies and yet they had complete faith that the speeches they sent out would be read" (Britton).

Perhaps executives at other companies did not read Garrett's speeches, but due to the number of times his speeches were cited or reprinted, there were a number of people who kept and read his pamphlets. Moore and De Lorenzo said, GM used the pamphlets for its "Quarterly Club Program." GM had regional programs in dealer areas and developed a mailing list "of the most prominent people in every dealer area" (Moore).

These prominent people were business, community, thought, academic and local leaders (De Lorenzo 1992). "It was the finest mailing list ever put together" (Moore). De Lorenzo said, GM had an employee who did nothing else but keep the list current. One discrepancy does exist, however, Moore believed the list had 250,000 names and De Lorenzo remembered 25,000. Regardless of the number, the mailings appeared to have been an effective means for disseminating Garrett's messages.

In 1924, John C. Long discussed public speaking in his book, Public Relations: A Handbook of Publicity. He said, "the spoken word has great possibilities in attracting or repelling good will" (96). In addition, "The platform has particular value,

not only because of the number of persons which are influenced by the spoken word at any particular meeting, but because any address is a news event . . ." (99). Besides the news value, speeches are "often useful as text for a booklet which will be of interest either to the general public or a special group of readers" (102).

Based on Long's early public relations directive and Britton's observation of GM practice, it can be assumed Garrett reproduced his speeches for several reasons. The first is due to the common practice of reprinting speeches at the time. Second, Garrett did so for the news value, particularly since a majority of his speeches were given externally and to the media. Third, due to the large number of speech reprints, Garrett's words were as valued as his status.

As to whether Garrett had a favorite saying, the responses were varied. Moore said it was, "Public relations was a number one job." This is likely a spin-off of one of his speeches with a similar title. De Lorenzo said, Garrett would say, "Everyone had to be involved with public relations to make it click. Everyone in the organization had a key to this" (1992). Both sayings relate to Garrett's fourth largest speech theme, PR is everyone's job in an organization.

Macksoud's statement reveals more of Garrett's personality rather than a favorite saying but it does provide insight into Garrett's work ethic:

He used to say to me over and over again, 'Everybody takes care of the big things but it's the little details that you have to keep watching.' If he had a two or three page business letter that said, 'Perhaps we could meet to discuss this further,' he'd look at me and say, 'It's always the three pages who want to meet further, he could have told me this in a paragraph!'

Sloan's Influence and Relationship with Garrett

Garrett was a pioneer in corporate public relations, however, one man deserves more credit than Garrett for establishing PR as a management function -- Alfred P. Sloan, Jr., president and later chairman of General Motors. Sloan is well known for his management directives and business sense, however, he also should receive credit for his contribution to the field of public relations. Garrett was Sloan's advisor but it was Sloan who hired and empowered him to develop his position. Golden said, "As far as anyone can be given credit for the development in General Motors of an awareness of the overriding power of public opinion in our society, it goes first to Sloan and then to the man he elevated to be the first vice president for public relations of any American industrial corporation, Garrett" ("Public Relations" 78).

According to Cutlip, Center and Broom, PR's "place and stature in the organization are determined largely by the top executives concept of the function and definition of its role and expertise" (475). De Lorenzo said, Sloan "had this vision of a public relations staff. In the modern age you had to have someone interpret the role of the corporation to the country, to America, to the press, the business community, the academic community, it was all very important. Mr. Sloan could see that and he was the first one to see it -- everybody else copied it" (1992). "Garrett was very close to Mr. Sloan, he hired him. He wasn't as close to Wilson and Curtice. He had a good working relationship with them but I don't think you'd consider them friends," De Lorenzo said (1992). Consequently, Sloan had as much to do with the development and role of corporate public relations as Garrett.

A 1955 Detroit News article which described how Garrett helped establish a new profession began with Sloan's decision to hire Garrett:

Alfred P. Sloan, president of General Motors Corp., took a critical look at an aspect of car manufacturing his company and many others had ignored. It didn't have anything to do with styling or engines. But it did deal with the human element, and Sloan wasn't overlooking any bet that would help GM grow. His company, Sloan believed had a story to tell. His men were whizzes when it came to making machinery and money. Storytelling was another art. And in a move many observers believe helped establish a completely new profession, Sloan looked to the newspaper field for help (Noble 48).

Two months after Sloan's death, Golden wrote an article for the Saturday Review titled, "Public Relations: The Sloan Touch." In it, Golden discussed Sloan's "pioneering in public relations." He said, "As Garrett was a true trailblazer in corporate public relations, so Sloan was the rare industrialist of the period, who, in his bones, knew that without public permission there could be no profitable General Motors" (78). Moore, a colleague of Garrett's, said when Garrett established GM's PR department, "he was working out an idea that Mr. Sloan had that there should be more cohesion between General Motors people, its dealers and customers."

Golden interviewed Sloan in 1966. Sloan said: "I think the first, but perhaps not the foremost, responsibility of public relations is to give full information to the public and to its shareholders concerning what's going on in the business so far as can properly be disclosed. The second phase is, I think, for public relations to explore the relationship of the enterprise to its social responsibility" ("Public Relations" 78).

All four PR retirees said Garrett reported to Sloan throughout his career. This was noted as early as 1938 in a Fortune article. It said the three men who reported to Sloan represented the legal, financial and public relations departments. "They are therefore among the men he sees most" ("Alfred P. Sloan" 75). Thus, Garrett's influence with Sloan and his success with developing it into a management function is

due to Sloan's acceptance of Garrett's role and responsibility to him and to the shareholders.

Thematic Analysis of Garrett's Speeches

This section is perhaps the most important of the analysis. It is apparent Garrett was highly regarded and lauded in literature. However, as stated in the introduction, his pioneering characteristics were not substantiated. Thus, by analyzing his own words, the question can be answered: What did Garrett repeatedly advocate in his speeches to both internal and external audiences? This analysis will uncover the core of Garrett's beliefs and hopefully substantiate why he was held in such high esteem.

To discover what he advocated, a log was kept of the major themes from each of his speeches. Thus, as a speech was read, themes were noted when they were either explicitly or sometimes implicitly stated. Only his speeches were referenced, although the themes in his articles were the same. A theme was noted when it was mentioned at least once in a speech although in most instances, the theme was mentioned several times in the speech. Therefore, the group of 74 speeches represents 100 percent. The outcome would likely have been different if it was noted each time a theme was mentioned in a speech or if a content analysis would have been conducted.

Throughout his 74 speeches, 15 over-lapping themes reoccurred. Many of the themes appear to be similar, however, each had a slightly different nuance in the way Garrett used it in his speeches. He of course advocated many other subjects in his speeches. The number 15 represents his 13 highest themes (two received the same

percentage of usage). These maxims were used in between about a quarter to three-fourths of his speeches. From just less than 25 percent the next highest theme dropped below 10 percent which is why the cut-off was made. Discussion of a theme in at least a quarter of the speeches represents substantial treatment of a topic.

In most instances, the names of his themes are taken directly from the language he used, therefore, these themes also translate into his maxims. The themes, in order of greatest usage, are as follows:

- #1 Industry Must Interpret Itself
- #2 Importance of Industry
- #3 Understanding the Public
- #4 Unified Corporate Stance / Institution is Greater than the Product
- #4 PR is Everyone's Job
- #5 Importance of the Press
- #5 Importance of the Customer and Research
- #6 GM as a Good Neighbor / Social Responsibility
- #7 Defense / Democracy / Freedom
- #8 Good PR is Saying and Doing
- #9 Opportunity for Individuals
- #10 Public Relations Defined
- #11 PR as a Management Function
- #12 Inside/Out Philosophy: Good Employee Relations
- #13 PR is an Operating Philosophy / Consider the PR Aspects

Each of these themes will be explored with greater emphasis given to the more prevalent messages. Overall, most of the themes originated in his "Observation Era"

which included his first four speeches. These early themes matured with Garrett's experience, however, his original articulation of them show his visionary understanding of his role and the fledgling profession.

The most prevalent theme in Garrett's speeches is the necessity of industry to interpret itself and its actions to the public. This statement was mentioned in more than 75 percent of the speeches. During his career, "He stressed his one theme -- let the public know what you are doing and why -- and GM realizing it had made mistakes quickly grasped Garrett's plan" (Noble 48).

That interpreting the corporation was Garrett's most important theme is not a surprise. Sloan hired him specifically to "interpret the corporation to the public, and, in turn, help him understand what the country was thinking" (Golden, Consent 97). Garrett was essentially doing what he had been told. He stressed the importance of two-way communication throughout his career. In fact, understanding the public was his third highest theme.

The use of Garrett's second most important theme drops from about 75 to just over 50 percent. This theme is the importance of private industry and the necessity of a capitalistic society. He relates this to GM by saying repeatedly that being "big is okay." In other words, GM's large size was important. It was not a determinant nor should it be feared. Because GM was a large company, it was important for it to communicate the benefits of its size to the community and not to be perceived as a monopolistic organization.

The question of GM's size was especially discussed during World War II. Because GM was receiving the bulk of the war contracts, many felt GM could become an all-consuming monopolistic organization. Garrett explained how GM's many

suppliers assisted GM and also benefited. Garrett's role during his Defense Era speeches was to interpret GM to the public and to defend the importance of capitalism and large industry.

Two "mountainous archfacts continue[d] to loom" during Garrett's tenure, "the fact of GM's opulence, and the fact of its size" ("GM IV" 150). De Lorenzo said, during the 1950s and throughout his tenure, GM tried to keep a low profile. "There was always some bright young guy in the justice department wanting to break up General Motors" (1992). This statement was true of Garrett's era as well.

In a 1939 editorial, Fortune magazine said, "While the phrase 'public relations' has been used to designate all manner of public contacts from high-pressure salesmanship to after-dinner speeches, it has an inner meaning. And that meaning is, precisely, industrial statesmanship" ("Business and Government" 57). Garrett, too, represented the statesmanship and salesmanship of industry as a whole. He knew it was important to obtain public acceptance of industry by the public. It is often difficult to measure success, however, a 1945 PR textbook said, "a great deal of improvement in the prestige of large businesses in recent years can be attributed to men like Paul Garrett of General Motors . . ." (Sills and Lesley 209).

A 1955 Los Angeles newspaper article said: "Under his [Garrett's] guidance, General Motors has become known for its policy of keeping both the public and the hundreds of thousands of GM employes [sic] thoroughly informed of what industry in general and GM in particular stand for. The Motorama is a prime example" (Bloomer A-18). This quote accurately depicts Garrett's first and second most popular speech themes and demonstrates, that throughout his career, he was successful in communicating his important industry message.

In addition to telling the public what GM and industry stood for, Garrett knew the importance of understanding the public, including employees. This understanding, and the attention to human needs, is the third most important theme of his speeches, and was in discussed more than half of the time.

His second speech was titled, "The Importance of the Public." He began:

Never has the subtle influence of public opinion come to rule the life of a great nation as in this country these last five years. It governs everything we do. More and more do we ask what is public sentiment. Less and less do we ask what is the law. Whether in education or in politics or in industry, nowadays, success, beyond a certain point, is determined by how well we understand people (1).

He said, GM needed "to understand infinitely more than we do the variety of subtle influences that work on the minds of people in advance of a car purchase" (6). From this rationale, Garrett was telling management it was "good business" to better understand the public because it translated into sales.

Garrett gave his fourth speech to GM newsletter editors. He described GM's history since it was incorporated in 1908. In the first decade, "the major problem was one of putting pieces together, of financing and organizing. The second decade, starting in 1918, was one of manufacturing and production." The third decade's problem was "handling abnormally rapid expansion -- the problem of making enough cars." The fourth decade, he said, would present new problems GM had not yet encountered. "Today the major problem of General Motors is one of a better understanding" (1).

From management to internal communicators, Garrett sold his message of creating better understanding. This close attention to employee and customer needs assisted GM in its understanding of how to serve them better. It is smart PR to pay

attention to an organization's many publics in order to more effectively target messages. Garrett continually strove to increase his and GM's understanding of its publics during that successful time in the automaker's history.

Due to GM's large size and diverse operations, it was easy for a division to have public relations or marketing programs with little regard what other GM divisions were doing. Garrett sought to coordinate many of GM's PR programs to improve goodwill among its many stakeholders as early as in his first speech. This theme also represents the importance of GM and that the institution is greater than any of its products. He used this theme in almost half of his speeches. It is tied for his fourth most popular theme and was primarily stressed to internal audiences.

The first paragraph of his first speech said: "Within the short period of my observation no opportunity to build has suggested itself so forcibly to me as the need for a co-ordinated program deliberately planned to improve our goodwill with the 123,000,000 prospective users in this country of some General Motors product" (1). He said each division was currently "running its own public relations activities without much considered thought to other divisions in the family, and with no adequate direct contact with the parent Corporation, which guides in a broad way policies affecting other matters" (2). In addition, some divisions used the GM name in advertising while others, in the same publication, did not (4).

Garrett's advice to help solve the decentralization was to have a bi-monthly PR meeting to coordinate efforts and "to push forward together toward a common objective" (3). Almost from that day, GM began Garrett's PR policy group with him as the chairman. Similarly, Garrett's "GM Across America" events such as the Motorama, were coordinated programs. Each of GM's operations and divisions

received the positive exposure without unintentionally competing with another GM division. Each also benefitted from the vast name recognition and, as would be said today, "received a bigger bang for the buck."

Garrett believed and stressed throughout his career that public relations was the job of everyone in the company. He mentioned this theme in nearly half of his speeches. It was his fourth most important theme. This represents Garrett's philosophy that the welfare and fate of the company was the responsibility of everyone who had a stake in its success. In 1934, Garrett said to management:

People can turn from us to competition if we irritate them. And we do. Perhaps we have not taken the time each of us to examine our own relations with the public. We seem to think that a publicity story now and then will do the trick. Of course it will not. In any event, good publicity is but one of many things it takes to make good public relations. . . . good public relations cannot be ground out by any one department of the Corporation. It is as much your job as mine (Speech 2, 3-4).

By co-opting GM's publics in its PR duties, he also was stressing the importance of public relations. He said everything the company did should take the PR aspects of the situation and its publics into consideration:

What we get from the effort depends on what we do through products and through services and through human relations and through engineering progress to evidence this leadership.

That is why good public relations is the one cardinal principle of our business that must reach every man and every woman in our organization. For who is it in the last analysis that represents us? Some employe [sic] somewhere. Some dealer. Some stockholder. Some supplier. Some General Motors car owner. And do we consider that there are nearly 8,000,000 of them in this country -- all talking about us, along with their friends? (Speech 2, 5).

The importance of the customer and consumer research represent Garrett's fifth most important theme. It is mentioned in almost half of his speeches. This topic is

not necessarily something Garrett invented, rather, customer research already had an important place within GM. A department was devoted solely to this research spending about \$300,000 a year in 1939, making GM "the largest-scale question asker not only in the industry, but in the world" ("GM IV" 138).

When all of Garrett's themes are reduced to one -- they become the customer. In effect, everything he said and did at GM was to serve this public. "The philosophy of public relations turns not upon the needs of industry but upon the needs of the customer. And upon what better ground could industry want to stand?" Garrett asked (Speech 5, 7). This philosophy cannot be overlooked.

Unfortunately, in PR today, many professionals seek to serve the client or the corporation and forget who the client and corporation are serving. Garrett never did. He said, "Public relations are [sic] all the things you do to make friends for the company in the hope of making customers for the product" (Speech 22, 16). For instance, by stressing good relations with the press, he hoped to receive fair coverage for GM. The press was a conduit to the public and Garrett understood this. When he worked to achieve good employee relations he knew their attitude would influence others.

Also tied for fifth place, is the importance of the media. More than a third of his speeches were given to the media, particularly during his last era of speech making when he traveled with GM's special events. Since Garrett spent 10 years in the media, he understood their importance. He spoke their language and knew how to please them. At a National Editorial Association meeting he said, "I cannot help but have impressed upon me as well how important it is that we in organizations like General Motors do everything we can to give you all the facts you want to help you interpret

enterprise" (Speech 27, 6).

It is evident, due to the number of positive news articles about him, Garrett had the media's respect. After a recent press event in Detroit, the editor from the Durand Express said in his column:

'How To Win The Press and Influence The Public' by Paul Garrett is not a book but it is a method of handling parties. Not many people around Durand know Paul Garrett, but if you mention General Motors and that Mr. Garrett is a Vice President in charge of Public Relations that would throw some added light upon the 'How to Win The Press. . .' Last Thursday Mr. Garrett and his army of relations men were hosts to the press, radio, advertising agencies and television men at the Detroit Club. We must say that Mr. Garrett is superb party man for GM and has accomplished much to cement the ties of smaller newspapers with a big company like GM (Ellis 2).

GM and Garrett took the corporation's social responsibility seriously. In about 40 percent of his speeches, Garrett mentioned his "GM as a good neighbor" theme.

This sixth most popular phrase helped to ensure GM's success and acceptance.

According to a 1949 Fortune magazine article, "most people appraise business not only by the price and quality of its product but as a neighbor and citizen" ("Business is Still" 69). Ten years earlier, Fortune noted, "Always acutely consumer-conscious, G.M. has become more conscious of its other civic responsibilities since Paul Garrett took over" ("GM IV" 48). "'All we ask our executives' Garrett says, 'is to consider the community before making decisions. The idea has grown and today [1955] rarely is a major decision made without someone automatically appraising public reaction'" (Noble 48).

An example of a program GM implemented to demonstrate its good neighbor philosophy can be seen in a 1953 GM booklet, GM Lives Here: How General Motors People Can Build Better Community Relationships. The booklet began with a glowing

editorial from a Bedford, Indiana, newspaper and introductions by Curtice and Garrett.

Garrett said, the booklet "is a compendium of 67 case examples of concrete things one or another GM plant has done to build good relationships in the local community.

These examples are presented purely as thought starters in the hope they may suggest ideas of your own to help you in developing plans for your own plant community"

(14). From this statement it can be seen employees are the audience, therefore, the booklet is an example of Garrett's inside/out philosophy as well.

Social responsibility is tied to the good neighbor theme. The phrase "good corporate citizen" is common today but it was not always. In a 1940 speech to the media, Garrett explained industry's journey toward social responsiveness. The first stage of development "might be called the frontier period . . . the survival of the fittest." GM was in that stage in "the early days of the motor industry" and may "always be in it." He called the second period "domestic, when industry began to think about its employes [sic], its customers." Garrett himself helped GM move to this stage. He continued:

But industry is moving into a third and newer stage with a new sense and a sincere recognition of its social responsibility. . . . Social values rank with economic values. 'How are you doing it?' is just as important as 'What are you doing?' Industry can no longer feel it has met its full obligation to society when it has made a product of high quality at low cost. It must likewise keep in mind its human relationships . . ." (Speech 12, 6-7).

Evidence of GM's social responsibility can be seen in its many educational and community outreach programs.

The seventh theme Garrett stressed was the automotive industry's defense role. This theme also is manifested with democracy and freedom messages. This theme was primarily used during his defense era speeches. He told an audience of advertisers:

"In industry is production. In production is strength. In strength is preparedness. In preparedness is freedom. In freedom is opportunity, peace, democracy" (Speech 10, 1). He also tied the defense issue to his number one theme -- the importance of industry. "Apparently it has taken a defense emergency to impress upon many people their own relationship to industry. Its function to some are becoming clear for the first time" (Speech 14, 5).

This was a critical time for GM and it presented several PR challenges. Since GM was no longer producing vehicles, Garrett knew he had to keep GM's name awareness. In addition, he had to mitigate the criticism industry was receiving that it was slow to convert to war production. Another problem was the number of contracts GM received. He said, "a big defense contract given for execution to a big company does not mean that the big organization is hogging the work" (Speech 14, 8). Garrett's plan was a success because of the high public favor GM had at the end of the war.

The eighth most common theme is similar to Garrett's major theme. His first theme was the importance of industry to interpret itself in order to increase public understanding and acceptance. His eighth theme is a slight variation. It is mentioned in almost a third of his speeches which is in addition to his first theme. Good public relations is saying and doing positive things. Garrett said, doing a good job is an organization's most important goal. It is more important than saying it is doing well, however, it is not enough. An organization must tell the public the good things it does -- action alone is not enough. Therefore, a good PR strategy is to promote a company's good acts so they are not lost on the public.

Fortune magazine similarly defined public relations: "*Good business public relations is good performance -- publicly appreciated.* It is a corporate way of life.

Business must first do a good job that people can think well of, *then* intelligently and deftly call attention to it" ("Business is Still" 69). Garrett made similar statements throughout his career. In a 1948 speech to the U.S. Armed Forces, he said:

[I]n addition to doing the right thing, you have to let people know that you are doing the right thing. . . . Let me emphasize again that the one solid foundation for good public relationships is what an organization does. But -- and this is very important to remember -- this does not mean the deed alone will tell its own story. We do not depend upon a good product to sell itself. Nor can we depend upon a good policy or good deed to sell itself. They are often more difficult to sell than a good product (Speech 36, 15).

Opportunities and the importance of individuals is his ninth most liked theme. Among his themes, this is one of the most unique. It likely grew as a result of the war and patriotic sentiment since it was an American belief to revere the individualistic spirit. By expounding individuals rather than the corporation, he was able to humanize GM. In a speech to employees he said, "The thing important to bear in mind is that it takes all kinds of individual efforts -- yours along with many others - - some conspicuous, some inconspicuous, to satisfy the final customer want" (Speech 9, 6).

On a higher level, he instilled hope and offered challenges by celebrating the individual. This theme seemed to be a part of Garrett's belief system. In 1939, he said in a speech and accompanying pamphlet:

You need only a few Lindberghs, Ketterings and Fords, and not everyone can be a genius. But remember we would not have any of these were it not for opportunity. And for each one of these I have named there are a thousand others whom you have heard nothing about, but who each in his own way, also spurred by opportunity, has contributed unbelievable benefits to our society. Give up anything else. *Let us never give up whatever it is we have that stirs man individually to greater effort* (Speech 7, 6).

Beside promoting industry, Garrett represented the public relations profession.

In a quarter of his speeches he told his audiences what PR was and was not. It was his 10th theme. It was necessary during this era to do so since the profession was in its infancy. He began defining PR in his second speech:

We seem to think a publicity story now and then will do the trick. Of course it will not. In any event, good publicity is but one of many things it takes to make good public relations. . . . Public relations is not an activity. It is a point of view. No mere expansion in central staff activity ever can keep our relations with the public good. Never, so long as our cars squeak and rattle, rust, leak. Never so long as our clutches grab and chatter (3-4).

In other words, Garrett was not going to apply salve to wounds but would promote sound policies and products. Essentially, he indirectly defined PR in nearly every speech in words and actions.

One of the most important aspects of Garrett's career was his role in helping PR become a management function. Burton said in his 1966 text, Corporate Public Relations, "The man generally credited with establishing public relations as a management function within a large corporation is Paul Garrett" (8). The idea of its importance and role, however, is not solely his. What he should be credited, is for helping to implement and practice the management function at GM. "Since everything a company does affects its public relations, it follows that public relations is a top-management function, and a public-relations executive ideally ought to be *the* top executive" ("Business is Still" 70). Garrett himself agreed the company spokesperson should be the president and Sloan -- and later Curtice -- willingly accepted the responsibility. A year before he retired he told management, "Naturally there can be only *one* spokesman for General Motors. That *must be* the president. *But the rest of*

us must handle the large areas of public approach below the summit" (Speech 69, 9).

Garrett mentioned the management function of PR in a fourth of his speeches, his 11th most popular theme. Along with the management function, this category also includes PR at the policy stage of decision making. Because policy making is a management role, it follows to reason that when practiced, it elevates PR to a management function. Fortune said, "To function efficiently, even in the role of chief publicity officer, he ought to be consulted before and not after prices are hiked or pickets are at the gate. If he is to be a genuine public relations executive, he must work at the policy level" ("Business is Still" 70).

Ten years before, in 1939, Fortune acknowledged Garrett's success in the management role. "Indeed, public relations is in a sense the whole duty of management, and is getting to be so regarded in G.M. Mr. Garrett regards the public-relations influence in policy making as the most important part of the job" ("GM IV" 150). According to Advertising Age, "From the beginning he stressed that public relations is an essential management function; and he did much to establish an ideology and code of ethics for the new, struggling pr [sic] profession" ("Paul Garrett" 78). The article said, Garrett's "most enduring contribution to pr was his insistence that it was a top management function and his repeated argument that pr must come during the policy phrase of decision making" (78).

In 1960, Business Week wrote an extensive piece on corporate public relations. Often critical, the article offered praise for certain PR practice:

PR has done more than expedite communications; it has helped make management more aware of public opinion and responsive to it. Public relations tries to work both sides of the street, speaking for management and speaking to management.

At its best, it tries to get management to test every decision

against the balance point of public interest and opinion. As a result, it has helped make good conduct more prevalent in U.S. business ("Public Relations Today" 45).

From this statement, several of Garrett's life-long themes surface. First, it speaks of the management function of PR. Second, considering the PR aspects of every decision. Finally, to become a better corporate citizen or "neighbor," as Garrett would have said. It would be inappropriate to offer all the credit to Garrett for this success, however, the researcher suggests Garrett's efforts were helped with Sloan's backing.

It also is interesting that what he is most remembered for, the management function of PR, is mentioned in only a quarter of his speeches. Regardless of the amount of exposure, his idea obviously must have been revolutionary because it was quickly grasped and widely promoted. "By the time he retired in 1957, public relations at General Motors was a well established department with ready access to the major operating executives of the corporation" (Simon, PR, 1984, 42).

One of Garrett's goals was particularly noteworthy and was stressed more in the earlier part of his career. Garrett spoke of his inside/out philosophy, in other words, good employee relations, in almost a quarter of his speeches, his 12th most prevalent theme. Garrett believed good external relations could only be achieved if good internal relations were in place. "Part of the Garrett program is directed at G.M.'s own people. The GM Clubs in seventy-one cities bring the different divisional zone men together for regular meetings which, addressed over a telephone hookup by Mr. Sloan or other brass hats, help to take the cutting edge off interdivisional competition" [("GM IV" 148) 1939].

He is remembered for this philosophy. Newsom and Scott, who wrote one of the leading PR textbooks, explained Garrett's philosophy. When he joined General

Motors, "The GM board of directors wanted Garrett to help the billion dollar corporation look small to win public favor, but Garrett did not believe in this approach. Good PR, he felt, had to work from the inside out" (46). Even Garrett's speech eras parallel this strategy. He made very few speeches in his early years because he was helping to get "the house in order" before venturing outside of GM. He knew that to boast about GM's accomplishments would mean little if it did not have employee support for its programs.

Examples of programs GM implemented are numerous. A 1955 Management Review article discussed GM's "Idea Cafeteria." The article described how to develop reading racks in organizations. "[I]t was General Motors that started the whole thing" (Newcomb and Sammons 297). In the mid-fifties, GM had more than 1,600 racks supplying more than 63 million copies of 350 booklets, in plants and offices in its first 56 months. "GM is careful not to offer anything that might jeopardize the program through destroying employee confidence" (297). According to the authors, GM considered the program a success because it contributed to "better understanding of General Motors and its people, plants and products" (298).

Even in his articles, he advocated good employee relations. He understood the success and acceptance of the company depended on internal good will. He said, "There are endless opportunities for improving employee relations. Many good ideas for building better relationships with employees are shoved aside for no other reason than that they are too much trouble" ("PR Techniques" 38). Garrett, however, felt it was worth the time to focus efforts internally because of the dividends it offered.

Considering the PR aspects of any problem or activity within a company was Garrett's 13th most important point. "It is the job of the public-relations executive to

remind his colleagues, resolutely, if diplomatically, that everything they do is a public-relations problem" ("Business is Still" 70). "The fundamental approach is to anticipate all of these problems to the extent that you can, when your basic policy is laid down by top management, and to the degree that you can anticipate that, you get a corresponding result. . ." Garrett said (Speech 28, 35).

Considering the PR aspects also meant turning public relations into an operating philosophy. Since PR is everyone's responsibility, thinking about the PR subtleties of an issue should become routine. He told management:

The product is the beginning of building good public relations. But *everything* a Central Office executive does, or a divisional general manager, plant manager, engineer, production man, fieldman, or purchasing agent, has a public relations aspect. Not that the public relations aspect should always prevail over other considerations, but it must always be *evaluated* along with the other aspects of any problem (Speech 68, 14).

As will be seen in the final chapter, these 15 themes translate into Garrett's maxims. These statements were at the core of Garrett's PR and business philosophies and practices. Some are more important than others, some, such as his defense theme, rose as a result of the war, however, each reveals another facet of Garrett's pioneering PR strategies.

CHAPTER V: CONCLUSIONS

Garrett's Maxims and Conclusions

A thematic analysis of Garrett's speeches revealed 15 over-lapping business and PR themes. These themes were mentioned several times in each of his 74 speeches. Due to the repetitiveness of his themes, per speech and as a group, these themes also may be considered his maxims. Even his articles and the PR sections in GM's annual reports contain several versions of these 15 beliefs. These maxims should be considered guiding principles for today's PR practitioners. His directives are as fresh as they were when he first said them in his speeches.

Since these maxims represent the core of the thesis and reveal what he advocated, each theme will be listed below along with one or more of the most significant quotes for each. In addition, a short analysis by the researcher will follow the themes. The maxims are written in bold type for reader ease and to more easily separate Garrett's statements from the analysis.

#1 INDUSTRY MUST INTERPRET ITSELF

If the American business system is to preserve the right to continue its contributions to the general welfare, it must learn to interpret itself in deeds and in words that have meaning to others than itself.

(Speech 5, 3)

The challenge that faces us is to shake off our lethargy and through public relations make the American plan of industry stick. For, unless the contributions of the system are explained to consumers in terms of their own interest, the system itself will not stand against the storm of fallacies that rides the air in this era of easy, world-wide and instantaneous communication.

(Speech 5, 13)

It is not inconvenience but unexplained inconvenience that will break down public confidence.

(Speech 15, 10)

Organizations cannot conduct their activities without informing the public.

While their intentions may be altruistic, unless the reasons behind the actions are communicated to the public, organizations may not receive public acceptance and therefore, may not survive and prosper.

#2 IMPORTANCE OF INDUSTRY

[B]ig Business, instead of crushing smallness, is, through creating new demands for supplies, services and related activities, the most prolific breeder of small businesses so far known.

(Speech 5, 16)

Whenever we lose confidence in an institution like industry -- forget its meaning in terms of individual opportunity, do not utilize its instruments for our own self-expression -- the institution has failed to perform the function for which it was created. It has failed because we have failed. For the institution is inanimate. It has no weakness inherent in itself -- unless it be in the weakness of individual members.

(Speech 9, 2)

A corporation is something more than a lithographed stock certificate or a group of men sitting around a directors' table. It is something very much closer to you. It has contact with, intimate contact with, thousands of people in hundreds of ways, and it affects and is affected by thousands more indirectly. It, itself, is made up of people. Hence, each of these contacts is a human relationship -- not between a person and a thing but between one person and another person.

(Speech 12, 7-8)

As noted in the corporate history section, business was not held in high esteem by the public in 1931 when Garrett was hired by GM. Therefore, it was a smart tactic to explain repeatedly why industry was important to the U.S. and to each person

individually. Whether to employees, PR professionals or the media, Garrett stressed the unquestionable necessity of a free enterprise system to American prosperity. For instance, if GM was not respected as a corporation, then there could be no public acceptance for its practices, thus, the believability of this theme was vital to GM's success.

#3 UNDERSTANDING THE PUBLIC

What we need in business is to understand people better. Industry must study men with the same care that in the past it has studied materials and methods.

(Speech 6, 5)

Most of the world's troubles grow from lack of understanding. What a power for good it would be if this most powerful of public relations instruments could turn its great talent to the creation of a better understanding among our people of their own institutions.

(Speech 15, 17)

Public relations must start not with what people ought to think but with what they actually do think. An opinion deeply rooted in consumer consciousness is just as much of a fact, so far as public relations is concerned, and just as important a fact to be dealt with, as a scientific finding from a research laboratory.

(Speech 5, 17)

An important communication component to interpreting one's self is to understand the other person -- the essence of two-way communication. Garrett was hired to both interpret the organization to the public and to interpret the public to the organization. This maxim translates into understanding one's publics in order to more effectively target messages. Up to Garrett's era, industry cared little what consumers thought, however, once consumers came to mistrust business it was important for organizations to understand the reasons behind the mistrust in order to mitigate the ill will.

#4 UNIFIED CORPORATE STANCE / INSTITUTION IS GREATER THAN THE PRODUCT

You never know which comes first with the customer. Is he moved to purchase a car through confidence in the *product* or through confidence in the *institution back of the product*? A good reputation for one supports the other. The two are inseparable parts of the same pattern.

(Speech 26, 26)

Have we through advertising turned people 'toward' the products and processes that make up our way of living? Toward products -- yes. Toward processes -- no. Unless we strengthen belief in institutions, soon there will be no products. Experts in the techniques of presenting a product, we have not presented the institution. So we face this curious anomaly. The products of industry rank high in public esteem, but the enterprises that create them are damned.

(Speech 10, 5)

This maxim was particularly important to GM. When Garrett began his career, GM's many divisions were running their own businesses without regard to the damage they may have caused the company's other operations. It also must be considered that this was likely an unpopular stance. Due to this belief, Garrett centralized GM's advertising and public relations operations and yet let each division retain its autonomy but without jeopardizing GM's overall image. At first glance, it does not appear as exciting to promote an organization instead of its products, however, each supports the other.

#4 PR IS EVERYONE'S JOB

Good relations with the public is bread and butter to our business. We want to hold the respect of old customers. We want new customers. All of our separate efforts, however, obscure or routine, are directed, when reduced to their greatest common denominator, to winning a customer and keeping him happy.

(Speech 9, 8)

[I]n General Motors the radiation of a good impression about the company, its products and its services, is the necessitous aim of everything we undertake. But good relations for the company with the public are not attainable except as each individual of the company attains them in the performance of his own particular job.

(Speech 9, 8)

Many practitioners today believe public relations activities are the duty of the PR department. Garrett, however, stressed throughout his career that everyone from the president to those who work on the line have a necessary stake and therefore, a necessary role in representing the organization. This philosophy is tied to his belief in the importance of employees. This is why it is important employees understand an organization well so they can better promote it in their business and personal lives.

#5 IMPORTANCE OF THE PRESS

[P]ress and industry are basic symbols of democracy. They represent on the one hand freedom of expression and on the other freedom of accomplishment. Both are pillars of our way of life. Remove either, and the structure would topple. Lacking either, we cannot hope to progress, to go forward materially or spiritually.

(Speech 12, 8)

Garrett was fortunate to have spent a decade in the media. This experience gave him a greater understanding of the media's needs and how to target GM's messages. A third of his speeches were given to this important audience, and during his last era of speech making, he solicited the help of GM executives who addressed them. The first step Garrett took with the media was to allow them better access to GM executives, hence this aided their understanding of GM and better articles resulted.

#5 THE IMPORTANCE OF THE CUSTOMER AND RESEARCH

The philosophy of public relations turns not upon the needs of industry but upon the needs of the customer. And upon what better ground could industry want to stand?

(Speech 5, 7)

Industry's destiny rests and must necessarily rest not on the system's benefits to capital, not on its benefits to labor, but in the final analysis on its benefits to that most important group that is the common denominator of all -- the consumer, the group that outnumbers and includes all others.

(Speech 5, 3)

One basic formula all must follow. I refer to the paramount need for labor everywhere to plan its course mindful that jobs and pay checks come, first and last and all the time, from customers. I refer to the paramount need for all businesses -- big and small alike -- to plan their course mindful that their existence is of the consumer, by the consumer and for the consumer.

(Speech 5, 23)

[I]ndustrial production and business volume depend not upon the capital under control of managements but upon the capital in the pockets of potential customers.

(Speech 5, 14)

This essentially is one of Garrett's most important themes -- all the other themes are necessary because of this theme and audience. Organizations often forget why they have been allowed to succeed. It is because they have gained the acceptance of the consumer. This theme was likely unique during Garrett's early tenure. When he joined GM, customers mistrusted business and business did not concentrate on fulfilling their needs. It is an important maxim for everyone in an organization to remember. It is the PR professional's job to remind those above and below him or her in the organization that the customer must be served.

#6 GM AS A GOOD NEIGHBOR / SOCIAL RESPONSIBILITY

It is a traditional GM policy to be a good neighbor in the communities in which we have contacts.

(Speech 36, 14)

Through our plant city committees we seek to encourage our resident executives really to take an active interest in the affairs of their communities and to participate in worthwhile community activities. We encourage them to appear as speakers before local service groups, to serve on committees for fund-raising drives and other worthy causes and even to take an interest in local government. We consider this a part of their job.

(Speech 36, 14)

An effort should be made to learn how to be good neighbors, not for its value in building fellowship as such, but because more and more it will be found that business depends upon it.

"Making Others See Us." The Red Barrel. 15 Dec. 1937: 9.

This good neighbor maxim relates to another of Garrett's themes, PR is everyone's job. By being a good corporate citizen, he is defining the role of the executive in local communities. Before Garrett's time, GM executives did not take an active role in the communities in which GM had operations, therefore, mistrust of GM and industry resulted. This theme seems such an integral part of PR practice today that it is hard to imagine a time when organizations did nothing to foster good will.

#7 DEFENSE / DEMOCRACY / FREEDOM

[T]his war for freedom will be won on the factory front of American industry.

(Speech 17, 7-8)

In industry is production. In production is strength. In strength is freedom. In freedom is opportunity, peace, democracy.

(Speech 10, 1)

Individual competitive enterprise is the key to freedom in our democratic society.

(Speech 29, 10)

Garrett's defense theme obviously was in response to World War II. It was an important theme for GM at the time because Garrett needed to mitigate the criticism GM was receiving that it was slow to convert to defense production. Despite the defense overtones, this speech making era provided an opportunity for GM to explain the manufacturing process and its importance. It is interesting to note GM's reputation was higher after the war than it was before, consequently, Garrett's strategy worked.

#8 GOOD PR IS SAYING AND DOING

Actions speak louder than words. But actions do not always speak for themselves. Actions must be spelled out. Unless you explain an action, it often passes by people. Worse still, it can be misinterpreted, even leading to attacks on you.

(Speech 36, 17)

[P]ublic relations in General Motors rests upon deeds. But we recognize that words, too, are necessary to build understanding.

(Speech 62, 29)

Garrett always said the first principle of PR was to have a good product or service to offer the consumer. Second, an organization could then promote the product or service. He considered it wasted opportunity to perform good acts and not to tell the public the good things the organization was doing. If an organization does not interpret its actions then they can be misunderstood and suddenly, a good act is not thought of positively. Even today some organizations feel it is best not to disclose their positive actions to others -- this fear is often their downfall.

#9 OPPORTUNITY FOR INDIVIDUALS

Look everywhere to the things worth-while. Not one of them was created for our use by a group, but each by some inspired man.

(Speech 7, 6)

This individualistic theme was a part of Garrett's core values. Perhaps he felt fortuitous to have the job he did at General Motors and attributed this opportunity to the individualistic American spirit. This theme also represents the belief that companies are composed of individuals and are not inanimate monopolistic machines. This was an important concept in Garrett's day because big business was feared.

#10 PUBLIC RELATIONS DEFINED

There is no place for public relations that connives or squirms or distorts facts. Public relations is honest. It is frank. It is open. But it is vigor. It gains strength by application. Use it honestly, but use it on deeds and thoughts to make them multiply -- without fear, without apology, without reserve.

(Speech 5, 23)

More and more we in this field must come to measure success by what we can do in helping behind the scene to make things come out right. Good strategy that works out naturally in accomplishing a result is better any time than a good piece of publicity.

(Speech 25, 3-4)

Public relations are all the things you do to make friends for the company in the hope of making customers for the product.

(Speech 22, 16)

Public relations is a synthetic term carrying many meanings. By some it is used as a fancy name for common press agency; by some as insidious propaganda to put something over. By others, it is used to mean something else, usually the telling of the 'favorable' side of business. It is, of course, none of these things. It is infinitely more. Put the two words together in a different way and you have 'relations with the public.'

(Speech 5, 6-7)

Garrett not only defined public relations by his actions, but he frequently took the opportunity to define, to both internal and external audiences, what public relations meant. He strongly believed public relations was more than common press agency. It was a function of management. By discussing the strategic nature of PR, he communicated the importance and the science of public relations. Suddenly, PR was no longer just a role for technicians, but for managers. He also advocated the ethical nature of the practice and how PR served both an organization and its publics.

#11 PR AS A MANAGEMENT FUNCTION

It does not follow that management must be governed in every decision by the suggestions of the public relations man. But it is the responsibility of the public relations man to make sure that public attitudes in each instance are understood and taken into account by management when formulating policy.

(Speech 22, 18)

Public relations, therefore, is not something that can be applied to a particular phase of a business -- nor is it an umbrella covering everything but touching nothing. It is rather a fundamental attitude of mind -- a philosophy of management -- which deliberately and with enlightened selfishness places the broad interest of the customer first in every decision affecting the operation of the business.

(Speech 5, 7)

Become management-minded the day you start your first job whatever that job may be. Assume responsibility. Take the initiative. Become a leader. Organize your own job. Train others for your job. Management is not a title. Nor is it a salary bracket. It is a state of mind that needs to be assiduously cultivated. Like the aspiring concert pianist the manager must tediously practice for many years if he would reach perfection. Management starts where you are. Grow in management stature by doing well each small job you have opportunity to do.

(Speech 29, 17-18)

Garrett's most important contribution to the field of public relations was turning the fledgling technician profession into a management function. Practitioners today

have the respect of management, in part, due to Garrett's efforts. There are professionals even now, however, who have never been able to gain management's respect, often because it has not been earned. In addition to the management function of PR, Garrett was an advocate for the importance of management as a profession. He frequently encouraged students to pursue business careers.

#12 INSIDE/OUT PHILOSOPHY / GOOD EMPLOYEE RELATIONS

The most obvious lesson any company can learn, and seemingly the most difficult, is that good relations outside grow from good relations inside. If there is any secret to success in building good public relations it is that you must begin at home and work from the inside out. Begin in the plant if you want to be well thought of in the plant community. Begin in the plant community if you want to be well thought of over the nation.

(Speech 5, 19)

Often the question is asked: How do you separate 'Employee Relationships' and 'Public Relationships'? Where does one begin and the other leave off? It is like separating the product from the institution back of the product. Each supports the other.

(Speech 24, 51)

There are endless opportunities for improving employee relations. Many good ideas for building better relationship with employees are shoved aside for not other reason than that they are too much trouble.

"Public Relations Techniques." Management Review 28 (1939): 38

Nearly every organization has a professional devoted to improving employee relations. This practice was not always common. Garrett considered GM's employees to be its most important public. It was necessary to gain their approval and support in order to accomplish its goals. He knew that without their acceptance of GM's practices, there could not be external acceptance. Employees, Garrett knew, represented GM to the public, therefore, they had to be considered when policy was

made and then they needed to understand the policies. Garrett's own career strategy represented this philosophy as well. He spent seven years studying the company and only made internal speeches before ever making a public appearance.

#13 PR IS AN OPERATING PHILOSOPHY / CONSIDER THE PR ASPECTS

The place to begin in building a good reputation for GM or a division is at the policy stage of any operation. The further back the public relationship 'aspects' on any situation can be 'sensed', and appropriate action taken, the better it is so far as GM or divisional relationships are concerned.

(Speech 24, 27)

Public relations is not a specialized activity like production, engineering, finance, sales. It is rather something that cuts through all these as the theme for each. It is an operating philosophy that management must seek to apply in everything it does and says.

(Speech 5, 8)

I have not endeavored to differentiate between public relations as it pertains to the policy thinking of management, and public relations as it pertains to a particular operating department of the company. I do not know where to draw that line of distinction. Even less would I know where to draw a line of distinction separating the immediate from the longer-range problems of a company involving a public relations angle.

(Speech 22, 15)

The public relationship aspect may not be evident on the surface, and that is unfortunate. But you may be sure that it is there and that in time it will work its way forward to plague you unless anticipated. So it is very important to search with diligence and with vision for such a public relationship aspect early in the policy stage of any situation, that is, before vital decisions are made and before major commitments have been taken.

(Speech 36, 2)

Considering the PR aspects at the policy stage of decision making is a facet of public relations as a management function. By the time he retired, Garrett had established the practice of having the PR aspects of every decision considered at

policy formation when practitioners could have input. Only a professional who has management's ear and respect will be able to have an impact at this stage of decision making.

General Conclusions

Paul Garrett more than deserves the place he has in history as being a founder in corporate public relations. It appears he did lead PR's growth as a management function. For 25 years he reported directly to Sloan and advised top management in nearly every policy decision. In his internal speeches, he took hard stands and expressed obviously unpopular views. He represented GM to industry and to the public relations community. His speeches were insightful and influential due to the countless times they were quoted.

His career was similar to many early PR professionals who also spent several years in journalism before joining industry. Garrett's business newspaper career gave him a firm understanding of where industry was lacking which is why he so effortlessly assumed the role as a management advisor. His background led to his positive relationship with the media. He was one of them and he knew what GM had to do to better serve them.

Even though he was 39 when he joined GM, with a solid background, he did not approach his position with conceit. Instead, he spent several years studying GM and learning the PR craft before ever expressing a public opinion. When he began his PR and Industry Era of speech making, he was 46. Two years later he became a vice president. He had the wisdom and foresight to wait before speaking as an industry or PR expert. Professionals today should take note of his incubation period.

The fact that he worked for General Motors also should not be overlooked as a contributor to his success. His position and the company led both to his esteem and exposure. Perhaps if Garrett had worked at a smaller company, his presence would not have been noticed. He also would not have had the tremendous resources of GM to travel to speaking engagements all over the country or to publish and mail his speeches. He knew what the tools for receiving exposure were and they were his to use.

Garrett himself was a good manager. His successes were in part due to his large staff. Each GM PR retiree mentioned his talented staff. For instance, he certainly could not have overseen the many PR sections or all the details of the Motoramas without capable assistance. Therefore, he achieved success because he surrounded himself with good employees.

He was first a business man and then a PR practitioner. It is obvious he loved public relations but he loved business more. His business sense began when he covered it for 10 years on the media side before joining industry. His important messages dealt with the necessity of industry and it was more than rhetoric. His passion for business can be seen in his speech to college graduates when he encouraged them to enter business. It also can be seen by the chair he endowed at Columbia to study business and its relationship to society -- the chair was not in public relations as many would think.

This analysis listed many reasons for Garrett success, however, everything can be summarized with four comprehensive reasons. First he was an effective communicator. He was an established writer and later a sought after speaker. Second, he had a solid understanding of business. Third, he instinctively understood what

business needed to accomplish in order to survive. Lastly, he had Sloan's backing.

This winning combination catapulted Garrett to the highest professional respect both before and after his death.

This respect and noteworthy career, unfortunately, are not adequately represented in current public relations textbooks. Communication students could learn valuable lessons by studying Paul Garrett and having a better understanding of his revolutionary accomplishments. It is the hope of the researcher that this thesis will have helped define Garrett and his contributions to the development of corporate public relations and to General Motors PR so he may begin to receive the respect he deserves.

Future Research Directions

There are several directions future research could take, particularly, as stated in the introduction, since the body of historical knowledge is limited. The researcher has found the study of Garrett to be both fascinating and enlightening. Current practitioners need not invent new programs but can learn and "borrow" from earlier respected professionals such as Garrett. Six future research directions are listed below.

One obvious direction of study is to continue exploring GM's public relations leaders and/or GM public relations departments to the present. It would be interesting to learn whether GM has continued to advocate the philosophies Garrett began in the early thirties. Because of its size, GM's public relations activities cannot help but be scrutinized, however, it does not seem to be with the same fervor or respect of Garrett's era. In addition, just as Garrett lived through several eras, there are likely many more throughout GM's history.

A second direction of study could compare Garrett's philosophies throughout his 25-year career with other corporate practitioners and corporate counselors during the same period. To better put Garrett's accomplishments in the context of his contemporaries would help to discern how much merit his success deserved or if he truly was his own best promoter.

Third, Garrett may be considered a pioneer in corporate public relations but he also was employed by an automaker. A broader study of automotive PR history, and the executives who led the PR departments, would again put Garrett and his accomplishments into a more comprehensive context.

On another level, additional research could be conducted on Garrett's specific philosophies. For instance, a fascinating study could delve into how PR became a management function. If, as this paper and others suggest, Garrett is indeed the catalyst behind PR becoming a management function, a study on this concept would provide additional evidence. For instance, one way to study this concept would be to study historical definitions of public relations and to note when the phrase, "PR as a management function," entered the definition to see if it parallels or follows Garrett's speeches. Without this study, Garrett cannot receive all the kudos for his work.

A fifth research direction could study how much input Garrett had in setting his speech agenda or if he was instead responding to the business, social and political environments. It would be helpful to look at then contemporary literature to see if his themes were consistent with news and other current themes. With current literature and research it is difficult to know if contemporary PR philosophies were driving Garrett or if he was driving the philosophies.

Finally, this research revealed Sloan's vital role in the development of public

relations, therefore, an interesting study would compare Garrett's and Sloan's speeches during each era. If a thematic analysis were done of Sloan's speeches, then much of what Garrett encouraged him to do would be revealed. It can be hypothesized many of Sloan's themes would be ones Garrett advocated, particularly since many of his themes were pro-industry rather than PR specific. This study also would provide additional clues to the management function of PR. Studying Sloan's agenda during Garrett's 25 years of counsel would disclose Garrett's influence for two reasons. First, since Garrett said PR was everyone's job, Sloan was merely doing his part. Second, he said the president and/or chairman was the top spokesperson for the company, therefore, GM's PR strategies may be uncovered by interpreting Sloan's speech messages.

Regardless of the direction of future research, much remains to be learned about early public relations history and the men and women who led its growth. Paul Garrett is just one of the many pioneers who contributed to the foundation of practice. As Bernays once said, "Knowledge of the past is basic to an understanding of the present and future" (11). Therefore, this thesis is one more contribution to the better understanding of where PR was in the past and what direction it should take in the future.

APPENDIX

Interview Schedule

1. How did you know Paul Garrett? Did he hire you?
2. Describe the relationship Garrett had with Sloan and other executives throughout his career.
3. Did he write any of his own speeches?
4. How many speech writers did he have?
5. Was he considered a good speaker? Why or why not?
6. Did he initiate speaking engagements and subject matter, or was he responding to speech requests?
7. What made him decide to put speeches into pamphlets?
8. What types of places or persons did he distribute the pamphlets to?
9. What do you think contributed to his success as a PR pioneer?
10. What type of personal characteristics and skills did he possess?
11. Did he have a favorite saying? In other words, what was it he repeatedly stressed?
12. How active was he in PR after his retirement?
13. What else can you tell me about Paul Garrett?

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ABSTRACT

THE INFLUENCE OF PAUL GARRETT ON GENERAL MOTORS PUBLIC RELATIONS AND THE DEVELOPMENT OF CORPORATE PR

by

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May 1993

Advisor: Dr. James S. Measell
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Paul Garrett worked for General Motors for 25 years beginning in 1931. He is one of the founders of industrial public relations and is the first person in a corporation to achieve vice presidential status in PR. He also is widely credited with assisting in the development of the management function of public relations. Despite these accomplishments, his role is not substantiated in PR text books due to the limited available information. Instead, he receives brief and vague mentions for his role in corporate PR history. Therefore, this thesis sought to enhance the body of literature on Garrett through the following research methods: a theme analysis of his articles and the 74 speeches he gave while at GM, literature overview and personal interviews.

The research revealed five distinct eras of speech making and 15 frequently used maxims about industry and the PR profession. Following are the themes he discussed in order of frequency: industry must interpret itself; the importance of industry; understanding the public; a unified corporate stance; PR is everyone's job;

importance of the press and customers; corporate social responsibility; industry's defense role; good PR is both saying and doing well; opportunity for individuals; PR defined; PR as a management function; good employee relations; and PR as an operating philosophy.

As believed, Garrett assisted in the development of PR as a management function. He reported directly to the president his entire career. He had the latitude to state unpopular views. He was successful in having the PR aspects of every situation considered by management at the policy stage of decision making, although he knew it was not the only consideration. In order to explain the management function of PR, he developed a series of diagrams to explain the "science" of PR. He believed PR was as important to industry as engineering and sales and by the time he retired, it had the same respect of management. Garrett truly was a visionary who played a vital role in the public relations profession. He deserves the respect these accomplishments warrant.

AUTOBIOGRAPHICAL STATEMENT

A native of Detroit, Mary T. Roznowski was born on December 1, 1964. She received a bachelor of arts degree in speech communication and public relations from Wayne State University in 1986.

Upon graduation, she joined General Motors corporate public relations staff as an exhibit representative at GM's World of Motion pavilion at Epcot Center, Walt Disney World, in Orlando, Fla. In June 1989, she was promoted to the corporate news relations section in Detroit.

In December 1991, Roznowski transferred to the Technical Center in Warren, Mich., as a staff assistant. She currently works in public affairs for GM's North American Operations. She is responsible for media relations and public relations activities for the design and research and development centers and the intelligent vehicle highway systems office.

Roznowski is an active member of the Detroit chapter of the Public Relations Society of America (PRSA) and has co-chaired the student development committee for three years. In May 1991, she received the PRSA-Detroit chapter's first annual volunteer service award and the most outstanding alumna award from Sterling Heights High School. She has been a member of the Macomb Literacy Project council since 1989 where she provides PR assistance and has supervised college interns.

Her goals include: obtaining PRSA accreditation; becoming an adjunct public relations instructor; pursuing increasingly challenging assignments within GM's communications staff leading to management positions; and continuing to be a "student" of effective public relations with hopes of pursuing a doctoral degree.