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PUBLIC RELATIONS

The science beneath the art of public relations™

THE **TOP 14** PUBLIC RELATIONS INSIGHTS OF **2019**

FROM THE INSTITUTE FOR PUBLIC RELATIONS BOARD OF TRUSTEES

Compiled by Olivia Kresic and Tina McCorkindale, Ph.D., APR



INTRO

Thanks to our Board of Trustees, comprising senior-level executives and academic leaders in the field of public relations, who help us choose the research that matters to the profession. Each year, IPR compiles the best research of the year that public relations professionals should know about. One of the criteria for inclusion is the research must also be accessible (i.e., not hidden behind a paywall).

Because of the number of excellent research studies published in 2019, IPR decided to add a few more studies that we thought were relevant to the profession. At the end of this report, is a list of the IPR studies published in 2019.



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* The studies are ranked in no particular order

WHY THIS RESEARCH IS IMPORTANT:

These findings reveal that Americans think made-up news is a critical issue which damages the country's democratic system. Respondents expect the problem to worsen over the next five years and said the news media is most responsible for reducing made-up news.

METHOD:

A survey of 6,127 U.S. adults on the Pew Research Center's American Trends Panel was conducted between February 19, 2019 and March 4, 2019.

KEY FINDINGS:

- Almost two-thirds (64%) of Americans said political divides in the country present a very big challenge in addressing the problem of made-up news.
- Fifty percent of respondents said "made-up news and info is a very big problem in the country today."
- Sixty-eight percent of respondents think made-up news and information has a big impact on their confidence in government, 54% said it impacts Americans' confidence in each other, and 51% said made-up news has a big impact on political leaders' ability to get work done.
- A majority of U.S. adults (79%) believe steps should be taken to restrict made-up news.
- Fifty-seven percent of respondents said political leaders and their staff create a lot of made-up news, 53% of respondents said the same thing of activist groups.
- Americans (53%) think journalists have the greatest responsibility to reduce made-up news, followed by the public (20%).

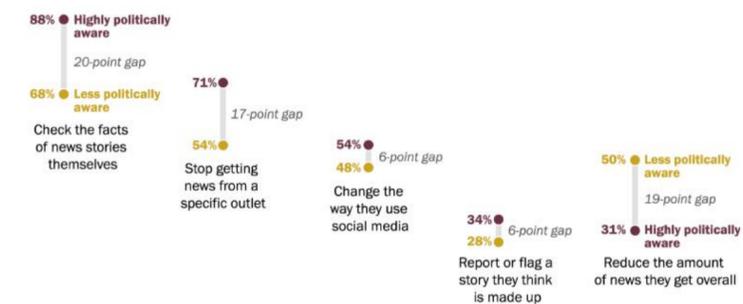
NUMBER ONE

A MAJORITY OF AMERICANS SAID "MADE-UP NEWS" IS A CRITICAL PROBLEM THAT IS EXPECTED TO WORSEN IN THE NEXT FIVE YEARS

By: Pew Research Center, Amy Mitchell, Jeffrey Gottfried Ph.D., Galen Stocking, Mason Walker & Sophia Fedeli

The highly politically aware take more actions in response to made-up news and information, but the less politically aware are more likely to tune news out

Among U.S. adults at each level of political awareness, % who say the issue of made-up news and information has led them to ...

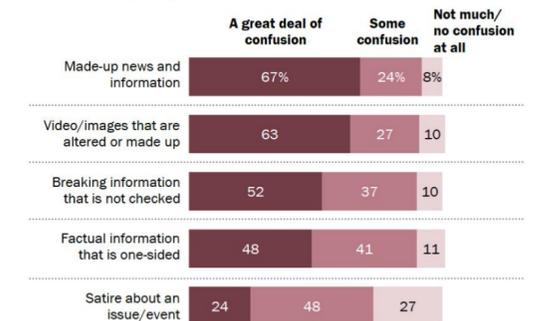


Note: The somewhat politically aware not shown. To see the data for the somewhat aware, see Appendix.
Source: Survey conducted Feb. 19-March 4, 2019.
"Many Americans Say Made-Up News Is a Critical Problem That Needs To Be Fixed"

PEW RESEARCH CENTER

About two-thirds think made-up information and altered videos create a great deal of confusion around facts about current issues

% of U.S. adults who say each type of news and information causes _____ about the basic facts of current issues and events



Note: Those who did not answer not shown.
Source: Survey conducted Feb. 19-March 4, 2019.
"Many Americans Say Made-Up News Is a Critical Problem That Needs To Be Fixed"

PEW RESEARCH CENTER

STUDY TITLE: : MANY AMERICANS SAID MADE-UP NEWS IS A CRITICAL PROBLEM THAT NEEDS TO BE FIXED

Link: <https://www.journalism.org/2019/06/05/many-americans-say-made-up-news-is-a-critical-problem-that-needs-to-be-fixed/>

DEEFAKE VIDEOS AND DOMESTIC DISINFORMATION ARE AMONG SOURCES OF DISINFORMATION LIKELY TO PLAY A ROLE IN THE 2020 PRESIDENTIAL ELECTION

By: Paul M. Barrett, NYU Stern Center for Business and Human Rights

WHY THIS RESEARCH IS IMPORTANT:

Social media can be an influential force in politics. With the upcoming 2020 election, the social media industry should prepare for the threat of disinformation. The NYU Stern Center for Business and Human Rights compiled a list of disinformation predictions and recommendations for social media companies ahead of the 2020 election.

PREDICTIONS FOR 2020 INCLUDE:

- “Deepfake” videos will portray candidates saying and doing things they never said or did.
- WhatsApp may be misused to provide a vector for false content.
- Instagram will be the vehicle of choice for people who wish to disseminate meme-based disinformation.
- Domestic disinformation will prove more prevalent than false content from foreign sources.
- For-profit firms based in the U.S. and abroad will be hired to generate disinformation
- Digital voter suppression will be a main goal of partisan disinformation.

THE AUTHOR RECOMMENDS THAT SOCIAL MEDIA COMPANIES SHOULD:

- Detect and remove deepfake videos
- Remove probable false content in general
- Hire a senior content overseer
- Attend to Instagram’s disinformation problem
- Limit the reach of WhatsApp
- Defend against for-profit disinformation
- Back legislation regulating political ads and punishing voter suppression
- Improve industry-wide collaboration on disinformation
- Teach social media literacy in a more direct, sustained way

STUDY TITLE: DISINFORMATION AND THE 2020 ELECTION: HOW THE SOCIAL MEDIA INDUSTRY SHOULD PREPARE, NYU STERN CENTER FOR BUSINESS AND HUMAN RIGHTS

Link: https://issuu.com/nyusterncenterforbusinessandhumanri/docs/nyu_election_2020_report?fr=sY2QzYzlOMjMwMA

THE WASHINGTON POST FACT CHECKER EXAMINES THE PRIMARY WAYS VIDEOS ARE BEING ALTERED, AND HOW TO USE THIS INFORMATION TO LABEL MANIPULATED VIDEO AND HOLD SHARERS OF MISINFORMATION ACCOUNTABLE

By: *The Washington Post*, Nadine Ajaka, Glenn Kessler, Elyse Samuels

THREE WAYS VIDEOS ARE ALTERED:

1. *Missing context* can be conducted through misrepresentation (such as stating that a video taken in one location was from a different location), and isolation (when a quote is repeated without the larger context of the situation).
2. *Deceptive editing* can occur through omission (editing out large portions from a video and presenting it as a complete narrative), or splicing (editing together disparate videos which fundamentally alter the story being told).
3. *Malicious transformation* occurs when videos are doctored (the frames of the video are altered using cropping, speed, photoshop, etc. to deceive the viewer), and fabricated (using AI to create high-quality fake images, such as deepfakes).

SEEING ISN'T BELIEVING

The Fact Checker's guide to manipulated video

[f](#) [t](#) [e](#)

The Internet is increasingly populated with false and misleading videos. These videos — spread by politicians, advocacy groups and everyday users — are viewed by millions. The Fact Checker set out to develop a universal language to label manipulated video and hold creators and sharers of this misinformation accountable. We have found three main ways video is being altered: footage taken out of context, deceptively edited or deliberately altered. These categories are further broken down into subcategories, which are shown below.

Missing Context

Misrepresentation Isolation

Deceptive Editing

Omission Splicing

Malicious Transformation

Doctored Fabrication

This guide is intended to help all of us navigate this new information landscape and start a necessary conversation.

SEEING ISN'T BELIEVING: THE FACT CHECKER'S GUIDE TO MANIPULATED VIDEO

<https://www.washingtonpost.com/graphics/2019/politics/fact-checker/manipulated-video-guide/>

NUMBER TWO

PROVIDING MORE COUNTERARGUMENTS TO DISINFORMATION LEADS TO REDUCED BELIEF IN DISINFORMATION

University of Western Australia: Ullrich Ecker Ph.D., Stephan Lewandowsky Ph.D., Kalpana Jayawardana, Alexander Mladenovic

WHY THIS RESEARCH IS IMPORTANT:

When it comes to misleading claims or disinformation, it can be difficult to know whether or not disinformation should be combatted using counterarguments as a greater number of counterarguments may have a “backfire effect” where more arguments strengthen a person’s belief in the disinformation. This research shows how counterarguments affect belief in disinformation.

METHOD:

Three experiments were conducted throughout this study. The first experiment had a sample of 64 participants, and the second experiment had a sample of 56 participants. All participants in the first and second experiments were undergraduate students from the University of Western Australia. The third experiment had a sample of 541 United States participants recruited using Amazon Mechanical Turk.

KEY FINDINGS:

- As long as counterarguments were relevant, more counterarguments led to belief reduction.
- More relevant counterarguments led to increased belief reduction.
- The presentation of counterarguments generally reduced belief in misleading claims.
- Providing five counterarguments was more effective in reducing belief in misleading claims than providing two.

STUDY TITLE:

REFUTATIONS OF EQUIVOCAL CLAIMS: NO EVIDENCE FOR AN IRONIC EFFECT OF COUNTERARGUMENT NUMBER

LINK:

[HTTPS://WWW.SCIENCEDIRECT.COM/SCIENCE/ARTICLE/PII/S2211368118301347?VIA%3DIHUB](https://www.sciencedirect.com/science/article/pii/S2211368118301347?via%3DIHUB)

NUMBER THREE

By: Pew Research Center, Elisa Shearer and Elizabeth Grieco

A MAJORITY OF U.S. ADULTS THINK SOCIAL MEDIA COMPANIES HAVE TOO MUCH CONTROL OVER THE NEWS PEOPLE SEE

WHY THIS RESEARCH IS IMPORTANT:

Recently the unequal spread of information on social media platforms has been a trending topic. Americans have expressed concern regarding the type of news content that has been spread by social media companies. This study examines the perceptions Americans have regarding news on social media.

METHOD:

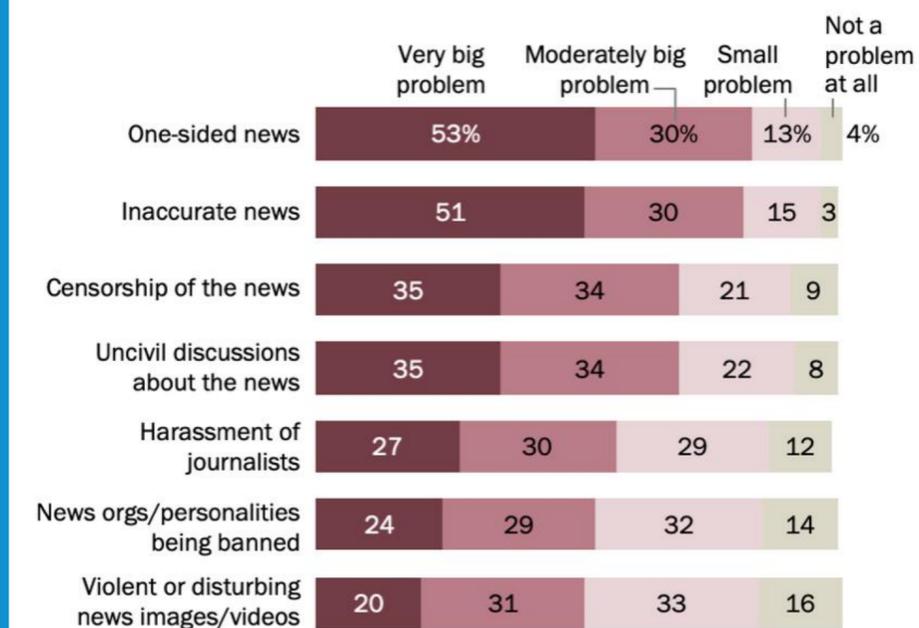
A survey was conducted July 8-21, 2019 among 5,107 U.S. adults who are members of Pew Research Center's American Trends Panel.

KEY FINDINGS:

- A majority of Americans (62%) said that social media companies have “too much control” over the news people see.
- Over half of American adults reported that social media companies’ role in what people see on their platforms results in “a worse mix of news.”
- About eight-in-ten (82%) of respondents said social media companies treat some news organizations differently than others, and of these respondents, 88% said social media companies favor news organizations that produce attention-grabbing content or have a lot of social media followers (84%).
- The problems with news on social media that were perceived to be “very big problems” were one-sided news (53%) and inaccurate news (51%).
- Getting news from social media websites is increasingly common – the percentage of U.S. adults who get news from social media websites has increased 10% since 2016.

One-sided and inaccurate news seen as the biggest problems with news on social media

% of U.S. adults who say each is a ___ when it comes to news on social media



Note: Respondents who did not give an answer are not shown.

Source: Survey conducted July 8-21, 2019.

“Americans Are Wary of the Role Social Media Sites Play in Delivering the News”

PEW RESEARCH CENTER

NUMBERFOUR: ALTHOUGH ORGANIZATIONS ARE MAKING PROGRESS TOWARD INCLUSIVITY, PERCEIVED BIAS STILL EXISTS IN THE WORKPLACE

STUDY TITLE: 2019 STATE OF INCLUSION SURVEY: THE BIAS BARRIER- ALLYSHIPS, INCLUSION, AND EVERYDAY BEHAVIORS
<https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-inclusion-survey-research-the-bias-barrier.pdf>

By: Deloitte, Terri Cooper and Eliza Horn

WHY THIS RESEARCH IS IMPORTANT:

This research studies how employees in the U.S. are experiencing and witnessing bias in the workplace. Over half of the respondents reported experiencing bias in the workplace, although results show that progress is being made when it comes to inclusivity.

METHOD:

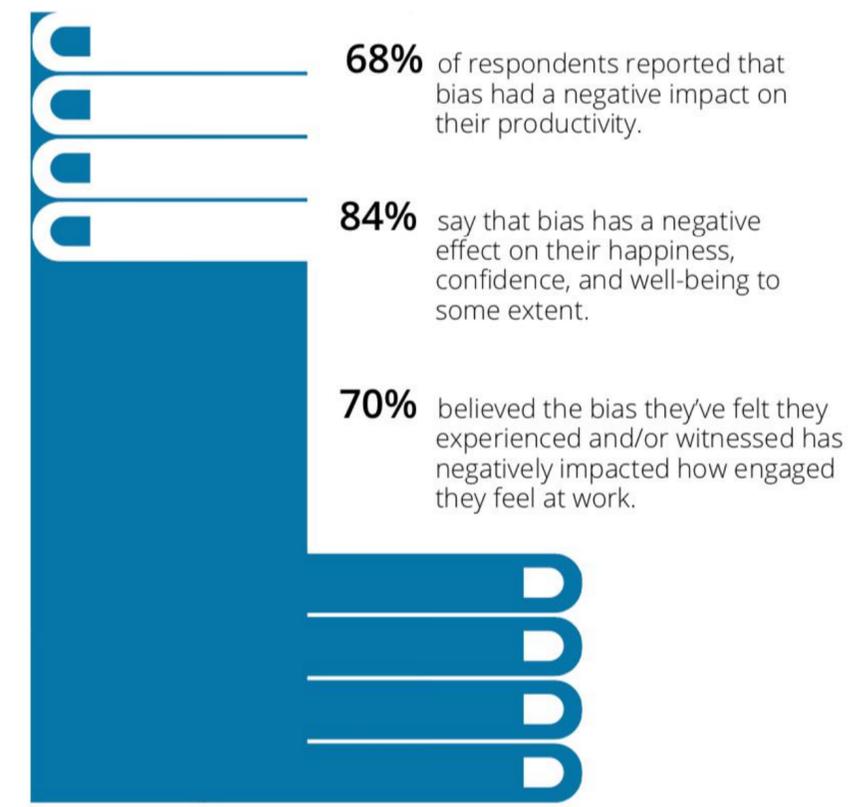
This study surveyed 3,000 nationally representative U.S. adults working fulltime in organizations with more than 1,000 employees. Responses were gathered online throughout April 2019.

KEY FINDINGS:

- Organizations are making progress toward inclusivity; 77% of respondents believe that their company fosters an inclusive workplace.
- Regardless of progress, perceived bias still exists. Nearly two-thirds (64%) of respondents felt they had experienced bias in their workplaces throughout the past year.
- Of the percentage that said they witnessed or experienced bias, 83% categorize the bias as “indirect and subtle.”
- Of those that said they witnessed or experienced bias, 68% report that bias had a negative impact on their productivity, 84% said bias has a negative effect on their happiness; confidence or well-being to some extent; and 70% believe bias has negatively impacted how engaged they feel at work.

Bias is having a negative impact on today's workforce, even for those who are not directly affected.

Of those who felt that they experienced or witnessed bias...



EMPLOYED ADULTS IN THE U.S. ARE MORE LIKELY TO HAVE EXPERIENCED DISCRIMINATION IN THE WORKPLACE THAN THOSE IN THE U.K., FRANCE AND GERMANY

By: Glassdoor

STUDY TITLE: DIVERSITY & INCLUSION STUDY 2019

Link: <https://www.glassdoor.com/about-us/app/uploads/sites/2/2019/10/Glassdoor-Diversity-Survey-Supplement-1.pdf>

WHY THIS RESEARCH IS IMPORTANT:

This study provides insight into how workplace discrimination differs across the globe. Respondents in the United States reported higher rates of experiencing discrimination than those in other countries. Findings also detail how discrimination is handled in different locations.

METHOD:

A survey was conducted online by The Harris Poll on behalf of Glassdoor from July 29-31, 2019 and throughout August 2019. The total sample consisted of 5,241 adults aged 18 and older. Among the participants, 2,028 were in the U.S., 1,071 were in the U.K., 1,052 were in France, and 1,090 were in Germany.

KEY FINDINGS:

- Employed adults in the U.S. were more likely to have experienced or witnessed discrimination based on race/age/gender/LGBTQ status (61%) than those in the UK (55%), France (43%), and Germany (37%).
- Forty-two percent of employed adults in the U.S. have experienced or witnessed racism in the workplace; the highest percentage of the four countries surveyed (37% in the UK, 30% in France, 24% in Germany).
- Employed adults in Germany were least likely to report witnessing or experiencing discrimination based on race/age/gender/LGBTQ status (37% vs. 61% in the U.S., 55% in the UK, and 43% in France).
- Ageism appears to be more prevalent in the U.S. and UK — 45% of U.S. employees and 39% of UK employees have experienced or witnessed this form of discrimination (compared to just 29% of French employees and 22% of German employees).
- Half (50%) of employed adults across the four countries believe their employer should do more to increase diversity and inclusion.

NUMBER FIVE

ALL COUNTRIES	UNITED STATES	UNITED KINGDOM	FRANCE	GERMANY
I HAVE WITNESSED OR EXPERIENCED DISCRIMINATION BASED ON AGE, GENDER, RACE OR LGBTQ STATUS ON THE WORKPLACE				
49%	61%	55%	43%	37%
I HAVE WITNESSED OR EXPERIENCED AGEISM IN THE WORKPLACE				
34%	45%	39%	29%	22%
I HAVE WITNESSED OR EXPERIENCED GENDER DISCRIMINATION IN THE WORKPLACE				
33%	42%	37%	30%	24%
I HAVE WITNESSED OR EXPERIENCED RACISM IN THE WORKPLACE				
30%	42%	31%	28%	21%
I HAVE WITNESSED OR EXPERIENCED LGBTQ DISCRIMINATION IN THE WORKPLACE				
24%	33%	25%	22%	15%

CEOS WHO WERE PERCEIVED TO MANAGE THEIR OWN SOCIAL MEDIA PROJECTED A MORE AUTHENTIC IMAGE AMONG EMPLOYEES

WHY THIS RESEARCH IS IMPORTANT:

Most CEOs engage in “ghost posting,” meaning their social media posts are written by someone else. This study examines how the ghost-posting practice affects employees’ perceptions of the CEO’s authentic leadership, organizational transparency, and employee-organization relationships.

METHOD:

An online survey was conducted on 549 employees of mid- to large-size organizations in the United States.

KEY FINDINGS:

- On average, participants agreed that CEO ghost posting is relatively common. Respondents also generally agree that CEO ghost posting is a widespread practice that occurs in all organizations.
- CEOs who were thought to manage their own social media pages using their own voice projected a relatively more authentic leader image among employees.
- CEO ghost posting practice showed no significant effect on employee perceptions of organizational transparency.
- CEO voice plays a more crucial role in influencing employees’ perceptions and employee-organization relationships than CEO ghost posting.

NUMBER SIX

STUDY TITLE:
EMPLOYEE PERCEPTIONS OF CEO GHOST POSTING AND VOICE: EFFECTS ON PERCEIVED AUTHENTIC LEADERSHIP, ORGANIZATIONAL TRANSPARENCY, AND ORGANIZATION RELATIONSHIPS

By: Tom Kelleher Ph.D., Rita Linjuan Men Ph.D., and Patrick Thelen Ph.D., University of Florida

Link:

<https://prjournal.instituteforpr.org/wp-content/uploads/Ghost-Posting-Updated-090519.pdf>

NUMBERSEVEN

AMERICAN CONSUMERS BELIEVE COMPANIES SHOULD SUPPORT A VARIETY OF ISSUES, ESPECIALLY THOSE THAT DIRECTLY IMPACT THE BUSINESS

By: Porter Novelli and Cone

WHY THIS RESEARCH IS IMPORTANT:

Corporate advocacy is increasingly important in today's environment. This study shows that American consumers feel a deep personal connection to companies when they share the same values, leading to increasing levels of trust and loyalty.

METHOD:

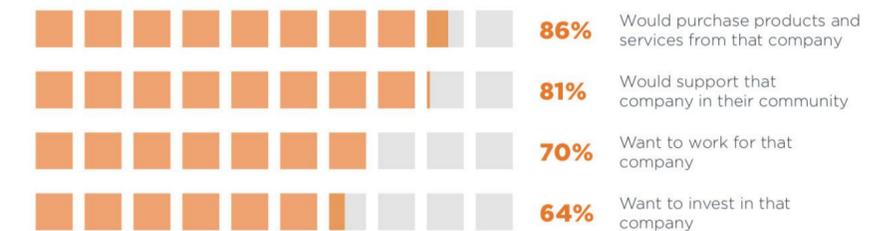
First, the researchers conducted an online survey of 1,193 American adults aged 18+. The study also includes findings from biometrics research conducted by HCD Research, wherein a random sample of 21 American adults aged 23-38 were connected to a variety of biometric sensors and monitored. These sensors tracked respondents' subconscious responses to stimuli, and participants were also asked to fill out a brief survey to measure their conscious responses.

KEY FINDINGS:

- Americans believe companies should support a variety of issues, especially “issues that directly impact, or are impacted by, the business” (86%), “issues that are important to them personally” (79%), and “issues that are widely discussed in news and society” (75%).
- A majority of Americans (79%) said they feel a deeper personal connection to companies with values similar to their own, and 72% believe purpose-driven companies care more about them and their families.
- When a company leads with purpose, consumers agreed they would: have a more positive image of that company (89%), be more likely to trust the company (86%), and be more loyal to the company (83%).
- Consumers reported a desire to support purpose-driven companies. Specifically, 86% of respondents said they “would purchase products and services from that company;” 81% said they “would support that company in their community;” 70% reported a desire to work for that company; and 64% said they want to invest in that company.

PURPOSE PRIMES AUDIENCES TO TAKE ACTION

Consumers want to support Purpose-driven companies in ways that will directly impact the bottom line — as nearly nine-in-10 (86%) say they're likely to purchase from these companies. Going one step further, we see Purpose becoming a key consideration in other stakeholder decisions, as well:



*Data derived from quantitative study

STUDY TITLE:

2019 PORTER NOVELLI/CONE PURPOSE BIOMETRICS STUDY: FEELING PURPOSE

Link:

<https://static1.squarespace.com/static/56b4a7472b8dde3df5b7013f/t/5ce6eb8c15fcc0076a874b15/1558637485726/Biometrics+Research+FINAL+Single+Pages.pdf>

NUMBER EIGHT

DATA SECURITY AND PRIVACY ARE RISKS OF “HIGHEST” CONCERN, AND PROFESSIONALS EXPECT THIS ISSUE TO GROW IN COMPLEXITY

Study Title: 2019 Communications, Media, and Technology Risk Study | By: Marsh & McLennan Companies

Link: <https://www.marsh.com/us/insights/research/2019-communications-media-and-technology-risk-study.html>

WHY THIS RESEARCH IS IMPORTANT:

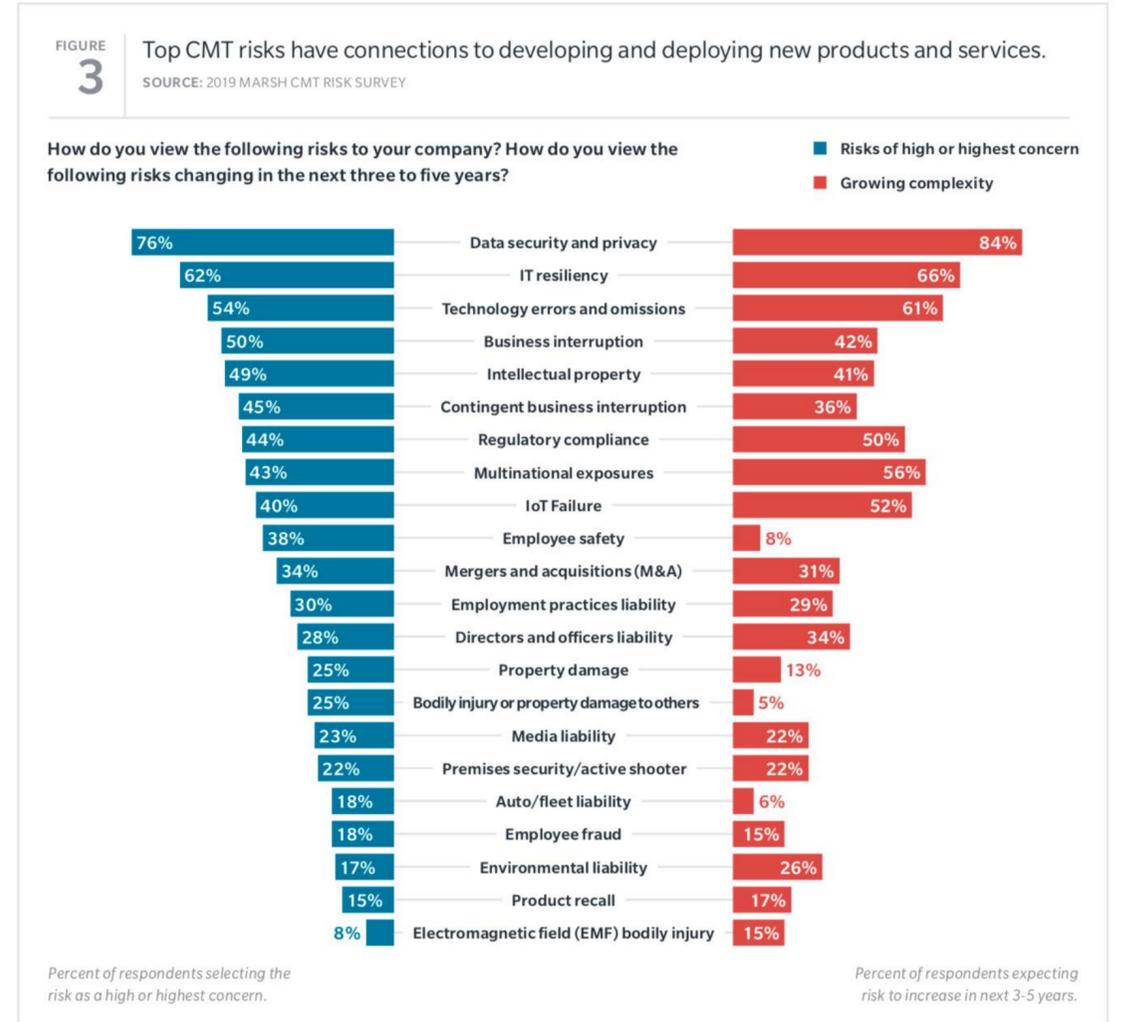
This study details the largest risk factors in communications, media and technology in today’s world. With the rise of new technological advances comes new risks, such as data security, privacy, and increasingly realistic fake news.

METHOD:

This study design employed a survey of more than 175 risk professionals and other Communications, Media and Technology (CMT) executives globally.

KEY FINDINGS:

- Findings indicated that the factors driving risk in 2019 are: 5G networks, China’s innovation rise, fracturing global supply chain, increasing contractual responsibility, expanding regulations and increasing fines, and increasingly realistic fake news.
- Most companies lack a formal process to assess risks for new products and services. Forty-five percent of respondents state “risk management follows internal announcements and external news sources to learn about our products and services.”
- The highest ranked CMT risk was “data security and privacy,” with 76% of respondents rating it as a risk of “high” or “highest” concern, and 86% of respondents reporting it as an issue with “growing complexity.”
- CMT companies are increasingly operating across sectors.



WHY THIS RESEARCH IS IMPORTANT:

This report examines the projected growth of the public relations industry according to CEOs and in-house communicators. Their responses were evaluated to predict upcoming advancements in the industry, especially concerning media and technology.

METHOD:

This study surveyed 1,563 PR professionals online between January 7, 2019 and February 15, 2019. Of the sample, 803 respondents work in an agency/consultancy establishment and 760 work as in-house PR professionals. Also included in the study was a student sample of 378 respondents and a CEO sample of 213 respondents.

KEY FINDINGS:

- A majority of respondents (65%) said big data analytics skills will be needed for future PR/communications professionals to be successful, followed by video production (59%), and search engine optimization (59%).
- Of the technological tools available to PR professionals, the tools that are predicted to be most important in future work are social listening and analytics (54%), website analytics (54%) and social media management (51%).
- Forty-four percent of CEOs rated their company's current ability to use the latest technology to enhance effective communications as "good."
- The most reported primary driver for technology use within agencies and departments is "pressure to deliver measurable ROI" (28%).
- CEOs rank customer experience optimization (33%), measuring of results (22%), and audience targeting (22%) as the top-ranking areas of communications to advance through the use of new technology.

NUMBER NINE

THE USE OF TECHNOLOGY IN PR IS EXPECTED TO EVOLVE, WITH AN INCREASING FOCUS ON ANALYTICS AND MEASUREMENT

By: USC Annenberg Center for Public Relations



Graph by USC Annenberg Center for Public Relations

PROGRESS IS BEING MADE FOR WOMEN IN THE WORKPLACE; FORTY-FOUR PERCENT OF COMPANIES HAVE THREE OR MORE WOMEN IN THE C-SUITE

WHY THIS RESEARCH IS IMPORTANT:

This research studies how women are being represented in the workplace throughout the United States and Canada. Findings demonstrate that the issue is no longer “the glass ceiling” but rather it is the “broken rung” in the corporate ladder, making the first step up to manager the biggest obstacle for women.

METHOD:

This report is based on research regarding talent pipeline and/or program data from 329 companies in a variety of industries across the United States and Canada. In addition, more than 68,500 employees from 77 companies were surveyed on their workplace experiences. Data from 39 participant interviews also contributed to these findings.

KEY FINDINGS:

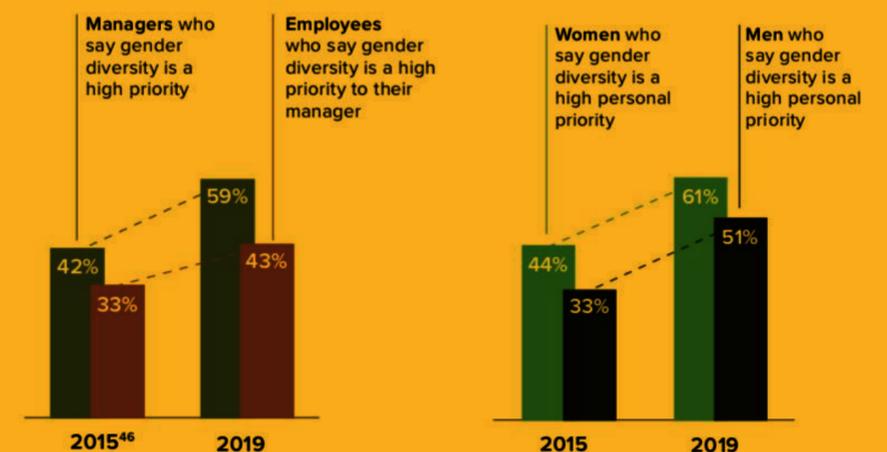
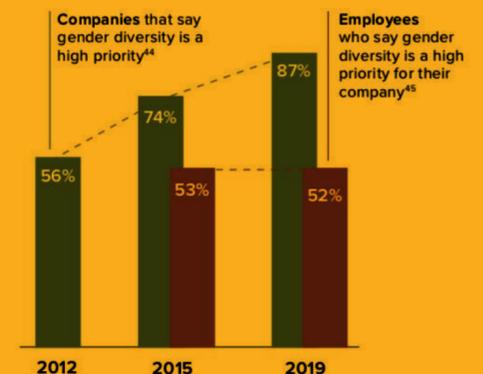
- Companies are adding more women to the C-suite. Today, 44% of companies have three or more women in their C-suite, up from 29% of companies in 2015.
- Of the companies studied, 22% of the C-suite executives are women and 4% are women of color.
- The first step up to manager is the biggest obstacle for women when it comes to climbing the corporate ladder.
- Today, 87% of companies are highly committed to gender diversity, compared to 56% in 2012.

STUDY TITLE: WOMEN IN THE WORKPLACE 2019, BY: LEAN IN & MCKINSEY & COMPANY

Link: <https://leanin.org/women-in-the-workplace-2019>

NUMBER TEN

COMMITMENT TO GENDER DIVERSITY HAS RISEN OVER THE LAST FIVE YEARS



NUMBER ELEVEN:

AMERICAN EMPLOYEES ARE INCREASINGLY TAKING A STAND ON ISSUES IMPORTANT TO THEM THROUGH EMPLOYEE ACTIVISM

STUDY TITLE: EMPLOYEE ACTIVISM IN THE AGE OF PURPOSE: EMPLOYEES (UP)RISING

Link: <http://www.krcresearch.com/wp-content/uploads/2019/06/Employee-Activism-in-the-Age-of-Purpose-FINAL.pdf>

By: Weber Shandwick, unitedminds, KRC Research

WHY THIS RESEARCH IS IMPORTANT:

With employee activism on the rise, this study provides insight into the current attitudes of American employees regarding their stance on making a difference in society and speaking up at their workplace.

METHOD:

This study employed an online survey in March 2019 among 1,000 employed American adults. The respondents work full-time in organizations with at least 500 employees in a variety of industries.

KEY FINDINGS:

- Seventy-one percent of employees felt they can make a difference in society, with sixty-two percent believing they can make a greater impact than business leaders can. Millennials are significantly more likely than older generations to feel empowered.
- Exactly half of American employees (50%) were aware of employee activism. Millennials are significantly more likely than older generations to be aware of employee activism, with awareness declining with age.
- Most U.S. employees believe employees are right to speak up about their employers, whether they are in support of them (84%) or against (75%). The belief that employees have a right to speak up in support of their employers is consistent across generations. Millennials are the only generation that think employees are just as right to speak out against their employers as they are to support (82% vs. 85%, respectively).
- Thirty-eight percent of American employees have spoken up to support or criticize their employer's actions over a controversial issue that affects society. Millennials are significantly more likely to be employee activists than older generations (48% vs. 33% of Gen Xers and 27% of Boomers).
- Seventy-six percent of employee activists have taken action toward their employer in the past 12-18 months on the company's action or stance on a societal issue. The most common single action is initiating conversation with other employees (36%), opening the possibility for activism to grow internally, and gain momentum externally.

Have taken any of the following actions toward an employer regarding their actions or stance on a controversial issue that affects society in last 12-18 months

	Employee Activists	Millennials	Gen Xers	Boomers
Have taken any of the following actions in the last 12-18 months	76%	78%	80%	62%
Initiated a conversation with another employee or other employees	36%	36%	40%	33%
Shared an opinion or comment about your company that was initially posted by someone else on social media	26%	32%	23%	11%
Expressed an opinion at a company-wide meeting or forum (including online forums)	22%	21%	28%	12%
Contacted your employer's human resources department	21%	26%	20%	16%
Posted an opinion or comment on social media	17%	18%	23%	8%
Contacted one or more of your employer's top leaders	16%	15%	25%	10%
Posted an opinion or review on a career site	15%	16%	13%	9%
Signed a petition	12%	13%	10%	12%
Posted a video on social media	11%	12%	9%	5%
Encouraged others not to work for your employer	10%	12%	9%	4%
Said something to the news media (e.g., by talking to a reporter, posting a public comment, or writing a letter)	6%	9%	3%	1%
Participated in a demonstration, protest or march	5%	6%	6%	3%
Quit your job and let your employer know you were leaving because you disagreed with its stance on an issue	3%	6%	2%	-

Green bold signifies higher than other generations

WHY THIS RESEARCH IS IMPORTANT:

Expectations for American institutions are increasing, especially when it comes to social causes. Findings from this study reveal that American adults expect a variety of groups to play a role in improving civility in the U.S., but groups such as elected officials are expected to play a larger role.

METHOD:

This poll was conducted in February 2019 among 1,230 U.S. adults and 100 teens, ages 16-17.

KEY FINDINGS:

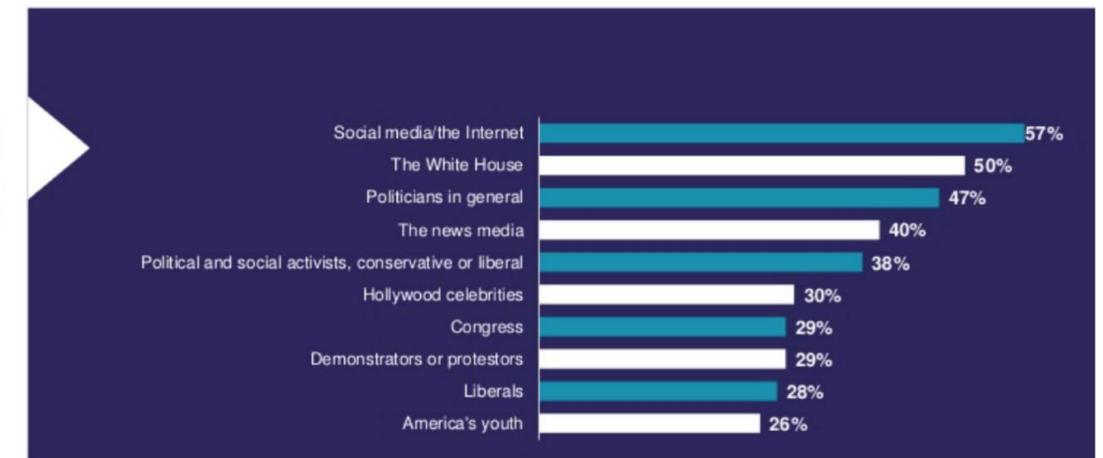
- Eighty-nine percent of Americans who work with others described their place of employment as very or somewhat civil, a statistic that has changed little since 2017.
- Nearly six-in-ten Americans (57%) expected the level of civility in society to decline during the next few years; social media and/or the Internet is the leading reason for erosion.
- When people encounter incivility at work, their most commonly reported reactions are to ignore the person acting uncivilly (54%) and to remove themselves from the situation (49%).
- The majority of Americans believe civility improvements start in the home, with 55% said they would like to see parents teaching civility to their children as a way to improve overall civility. Workplace solutions make up the majority of other top remedies.
- Americans believe there is a larger role for many institutions to play – with elected officials at the top of the list at 64% – in helping improve the level of civility in the nation.

NUMBER TWELVE

AMERICANS BELIEVE INSTITUTIONS SHOULD PLAY A ROLE IN IMPROVING THE LEVEL OF CIVILITY IN THE US

By: Weber Shandwick, Powell Tate, KRC Research

Top 10 Factors Contributing to the Erosion of Civility in America
(among Americans who expect civility to get worse)



Action Taken the Last Time Experienced Incivility at Work
(among employed Americans with coworkers and experienced incivility at work)



STUDY TITLE: : CIVILITY IN AMERICA 2019: SOLUTIONS FOR TOMORROW

Link: <https://www.webershandwick.com/news/civility-in-america-2019-solutions-for-tomorrow/>

NUMBER THIRTEEN

PACESETTING CCOS ARE PLAYING A KEY ROLE IN HELPING CEOS TRANSFORM BUSINESS DESIGN

By: Page Society

WHY THIS RESEARCH IS IMPORTANT:

CCOs are leading the transformation of their companies by defining, reinforcing or reviving corporate character. Advances in the digital world are also allowing CCOs to engage stakeholders, build trust and reputation, and achieve measurable results in new ways.

METHOD:

Data in this study were collected from conversations with more than 200 CCOs around the world and across more than 25 industries. These conversations were primarily held at the 2018 Page Society Annual Conference and the 2018/2019 Page Spring Seminars. Additional data was collected through a global survey of senior communications leaders.

KEY FINDINGS:

- CCOs are increasingly responsible for, and are transforming, corporate brand stewardship. Sixty-six percent of CCOs report being responsible for corporate brand. Of those who are not, 52% say they are a leader in influencing the brand, and 44% say they are a participant.
- CCOs are heavily engaged in instilling a new kind of corporate culture that is taking hold across business. Respondents say a new business design requires the workforce to continually learn, make decisions based on data, and be truly customer-centric.
- CCOs report that the “most important attributes of high-performing corporate cultures in the future” will be agility (45%), diversity and inclusion (38%), less hierarchy and more empowered teams (35%), growth mindset (33%), adherence to values (27%), and data-driven decision-making (24%).
- Increasingly, CCOs are helping enterprises rethink their corporate purpose with a focus on societal value.

There are four: one for CommTech and three — Brand, Culture and Societal Value — for the major elements of corporate character.



More and more CCOs have gained responsibility for leading corporate or master brand, and most who do not have that direct responsibility have significant influence over how it is managed. In our quantitative research,

66%

of CCOs report being responsible for corporate brand. Of those who are not,

52%

say they are a leader in influencing brand,

44%

say they are a participant.

Asked with whom they work most closely on brand stewardship,

80%

say CEO

56%

say CMO

43%

say CHRO

STUDY TITLE: THE CCO AS PACESETTER: WHAT IT MEANS, WHY IT MATTERS, HOW TO GET THERE

Link: <https://knowledge.page.org/report/the-cco-as-pacesetter/>

NUMBERFOURTEEN

WHY THIS RESEARCH IS IMPORTANT:

Although companies have been putting forth effort to address diversity in the workplace, diverse employees feel there is still progress to be made. Companies cannot simply launch programs; success of these programs requires ongoing leadership commitment, a tailored approach, and metrics gauging progress.

METHOD:

This study employed a survey of approximately 16,500 people in 14 countries (Australia, Brazil, China, Denmark, Finland, France, Germany, Japan, India, Italy, Norway, Spain, the UK and the US). Respondents worked across a range of industries. The study sample included 8,600 women, 3,200 racially or ethnically diverse employees, and 1,650 people of the LGBTQ community.

KEY FINDINGS:

- Diversity programs are generating limited results. Out of the 97% of respondents who state that their company has a diversity program in place, only 25% say that they have personally benefited from the diversity program.
- Senior leaders (typically heterosexual men aged 45 and older) often do not see the obstacles for employees in diverse groups, including women, racially/ethnically diverse employees, and LGBTQ employees.
- Diverse employees identify three measures as being the “most effective” in promoting diversity:
 - Remove bias from evaluation and promotion decisions
 - Craft strong antidiscrimination policies
 - Train staff to reduce biases and increase cultural competency
- Diverse employees recommend “hidden gems” that enhance diversity, such as improving childcare and parental leave benefits, removing bias from the day-to-day work experience, and offering gender-neutral bathrooms.

STUDY TITLE: FIXING THE FLAWED APPROACH TO DIVERSITY

Link: <https://www.bcg.com/en-us/publications/2019/fixing-the-flawed-approach-to-diversity.aspx>

WHILE DIVERSITY PROGRAMS IN ORGANIZATIONS MAY NOT BENEFIT MANY EMPLOYEES, “HIDDEN GEMS” THAT ENHANCE DIVERSITY CAN HELP.

By: Boston Consulting Group, Matt Krentz, Justin Dean, Jennifer Garcia-Alonso, Frances Brooks Taplett, Miki Tsusaka, and Elliot Vaughn

EXHIBIT 2 | Older Men See More Obstacles in Recruitment; Diverse Employees See Obstacles Across the Full Life Cycle of Employment

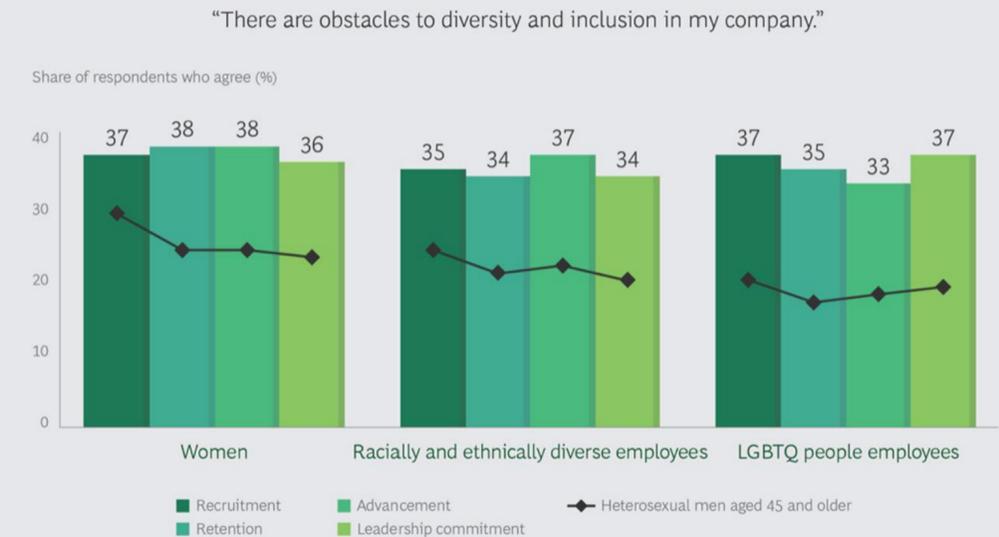


EXHIBIT 4 | The Most Effective Diversity Initiatives



Source: BCG Global Diversity Study 2018.

IPR RESEARCH FROM 2019

Top 10 Public Relations Insights of 2018

Published annually, the report highlights 10 research studies published the previous year that all PR practitioners and academics should know about.

Topics include purpose, advocacy, internal communications, and the impact of the future of work.

<https://instituteforpr.org/top-10-public-relations-research-insights-of-2018/>

Mind The Gap: Women in Leadership, Phase I

In partnership with KPMG, this qualitative survey of both men and women in public relations is the first part of a two-part study.

Topics include leadership qualities, skills, bias, organizational policies, as well as opportunities and challenges in the workplace.

<https://instituteforpr.org/mind-the-gap-womens-leadership-in-public-relations/>

10 Ways to Combat Misinformation

The IPR Behavioral Insights Research Center offers 10 tips for how to combat misinformation, or misleading or false information, using behavioral science as a guide.

<https://instituteforpr.org/10-ways-to-combat-misinformation/>

2019 IPR Disinformation in Society Report

The inaugural 2019 IPR “Disinformation in Society” study examines how disinformation — news that is intentionally misleading — is spread in U.S. society. The poll of 2,200 Americans, conducted March 19-24, 2019, by Morning Consult, explores the prevalence of disinformation in the U.S., the parties most responsible for sharing disinformation, the level of trust the American public has for different information sources, and whose job it is to combat disinformation.

<https://instituteforpr.org/ipr-disinformation-study/>

The 2019 IPR Future (U.S.)

Led by the IPR Organizational Communication Research Center, this study of 25 internal communication leaders looks at how technologies and “the future of work” will impact the enterprise and how the organization operates.

<https://instituteforpr.org/the-2019-ipr-future-of-work-study/>

What You Need To Know About Incorporating Behavioral Science Into Public Relations: A Primer

Led by the IPR Behavioral Insights Research Center, this guide offers an overview of the importance of behavioral science in the communication function and what communicators should look for when hiring and incorporating behavioral science.

<https://instituteforpr.org/what-you-need-to-know-about-incorporating-behavioural-science-into-public-relations-a-primer/>



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DEEP DIVE

Mind the Gap: Women's Leadership in Public Relations

BARRIERS AND STEREOTYPES STILL EXIST FOR WOMEN IN PUBLIC RELATIONS; IMPROVING WORK-LIFE FIT, RIGHTING POLICY INEQUITIES, AND PROMOTING MENTORSHIP ARE ALL IMPORTANT FACTORS TO PROMOTE EQUALITY

WHY THIS RESEARCH IS IMPORTANT:

Although public relations is a predominantly female industry, men hold the vast majority of CEO positions in the top PR agencies. Studies point to several factors impacting women's rise to the C-suite, including work-life considerations, reduced likelihood to receive promotions or pay increases, and unconscious biases.

METHOD:

Ten focus groups were conducted of 60 professionals in the the following groups independently led by same-sex moderators: senior-level women, mid-level women, senior-level men, and mid-level men. Participants were industry leaders, chief communication officers, executives, and mid-level employees in corporations, agencies, and nonprofits.

KEY FINDINGS:

- Mentorships and sponsorships are important contributors to success. Both men and women said a sponsor, champion, or career advocate is beneficial for supporting career mobility and serving as a sounding board for guidance.
- Barriers still exist for women. Many men said they didn't think there were systematic barriers to a woman's rise to leadership positions; most women disagreed, frequently citing challenges such as work-life fit, sexism, and unconscious biases.
- Women and men shared the same perceptions of good leadership, agreeing that leaders should be defined by their qualities, not their gender.
- Several calls to action for change were detailed in the study, which include: both men and women being involved in the cause for gender equality, addressing potential pay gaps, leaders prioritizing action, and reviewing policies and making organizational change.

DEEP DIVE

The 2019 IPR Future of Work Report

THE FUTURE OF WORK IS MORE THAN JUST ARTIFICIAL INTELLIGENCE AND AUTOMATION; IT WILL INVOLVE LEADERSHIP, COMMUNICATION, AGILITY, AND CREATION

WHY THIS RESEARCH IS IMPORTANT:

A rapidly and continuously shifting technological landscape, growing globalization, and the juxtaposition of new and tenured members of the workforce will contribute to a transformation in work, the workforce, and the workplace.

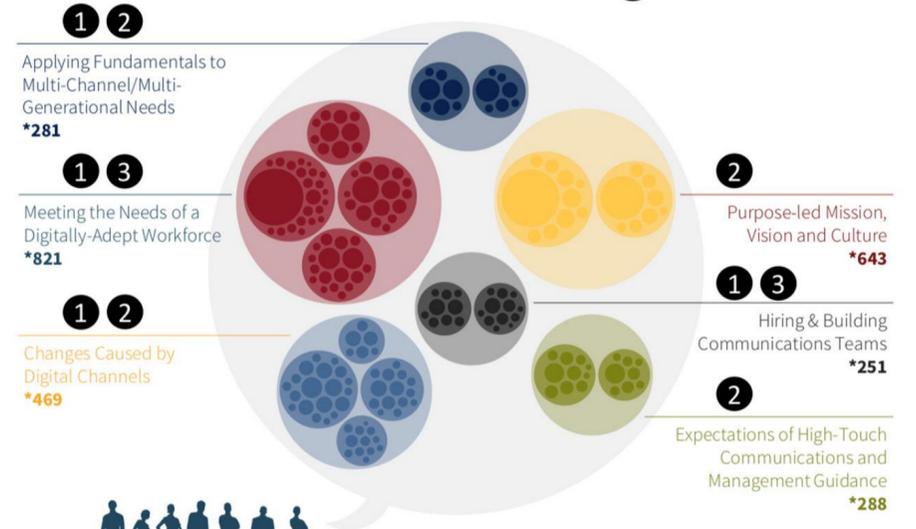
METHOD:

This study consisted of in-depth phone interviews with 25 internal communications leaders at various-sized companies in 2018 and 2019. Participants were drawn from a diverse set of consumer and business-to-business industries.

KEY FINDINGS:

- Organizational (internal) communications can drive the organization to the future. Organizational communication executives say that the workforce needs to imagine the future in a constructive manner and communications can inspire such thinking.
- Challenges and opportunities for the future of work include internal communication platforms, a gig/contractor workforce, generational differences, and the rapid speed of change.
- The future of work begins with leadership and communicators. Investment, performance, metrics and recognition are all levers that must be employed before the workforce engages.
- Characteristics inherent in a new work model include agility, assimilation, development, and connectedness. From a communications standpoint, respondents say programming must be aligned and supportive.
- Creation will be an important aspect in the future of work. Expanding “voice” across the enterprise to better innovate and learn will result in a successful business.

Neural Network Modelling of Interviewees’ Word Usage



Macro Themes Appearing in Analysis

- 1 Forces Shaping the Future of Work
- 2 Communicating to a Unique Workforce
- 3 Planning for the Future of Work

*how many paragraphs this theme appeared in

Analysis Conducted By W2O Group **W2O**

Analysis Methodology:

The W2O Group employed a machine learning approach to dissect interviewees’ responses. Specifically, neural network modelling of word usage in addition to unsupervised theme clustering and hand labelling was used to quantitatively surface patterns in language and context.

The size of the outer-most lighter bubbles represents the frequency with which this theme was resident in interview transcripts. Each of the smaller, darker sub bubbles represent related, sub themes and their size is related to the proportion of the interview transcripts mentioning these topical themes.

DEEP DIVE

2019 IPR Disinformation in Society Report

A MAJORITY OF AMERICANS THINK THE SPREAD OF DISINFORMATION IS A MAJOR PROBLEM IN THE COUNTRY

WHY THIS RESEARCH IS IMPORTANT:

Americans identify misinformation and disinformation (deliberately false or misleading information or news) in the news as being more of a major problem than quality of education, racial discrimination, and the economy. This report examines the prevalence of disinformation in the U.S., the parties most responsible for sharing disinformation, the level of trust in certain information sources, and the parties responsible for combatting information.

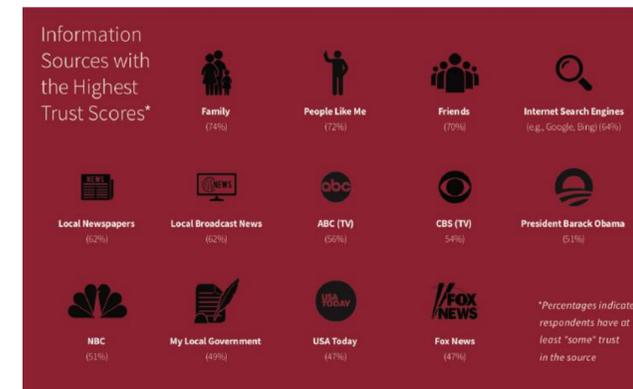
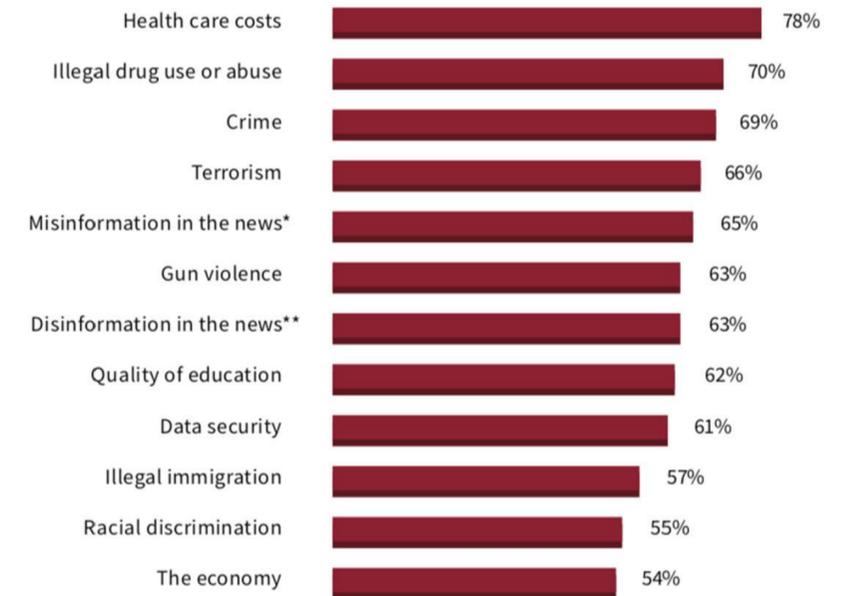
METHOD:

An online poll of 2,200 Americans was conducted March 19-24, 2019, by Morning Consult

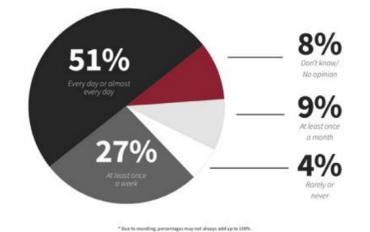
KEY FINDINGS:

- Nearly two out of three Americans think the spread of “misinformation” (65%) and “disinformation” (63%) is a major problem in the country.
- Forty-five percent of Republicans and 72% of Democrats said President Trump is at least “somewhat” responsible for spreading disinformation.
- More than three out of four (78%) respondents report seeing news or information that misrepresents reality at least once a week.
- Among groups and individuals trying to combat disinformation that appears in the news media, Americans give the most credit to “people like me” (55%), the Supreme Court (51%), and fact-checking websites (49%).
- Americans view family as the most trustworthy source for accurate news or information followed by “people like me,” and friends.

Top 12 Major Problems in the U.S.
Percentage of Americans saying issue is a “major problem”



How often do Americans come across news or information that misrepresents reality or is false?





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