

"In this new period of Turkish history, the highest place and the greatest privileges will belong to those who work hard."

ATATÜRK

Participant Journal

Vol. 4 No. 17

Jan. 1965



The more skilled the communication the faster

Skilled Communication

By Robert S. Mack,

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It is not enough to create dynamic ideas--the ideas have to be carried to every level of the economy and the population, and communication is the vehicle. Motivation for movement and change has to be engendered or there will be no popular support to surmount the upheaval of the customs and traditions of history. Communication in some form precedes all social advance--the more skilled the communication the faster the advance.

The highest form of skilled communication in any country is to be found in its institutions of higher learning. Professors of medicine, for example, are able to impart knowledge of their great medical skill because they also have great communication skill. In such institutions it is easy to see the art of communication at work. This is less easy to see outside of the student-teacher relationship.

Communication in a developing economy is not a classroom exercise, however, and persons needing to communicate clearly are rarely trained in the art, they are seldom even aware that such an art exists. In consequence, the least skilled form of communication is often found in areas where the highest skill is needed. For example, an expert agriculturalist may write a superb technical bulletin

the advance.

in a Developing Economy

A transistor radio brings new ideas to an isolated shepherd.



tin describing preventive techniques to be used against plant disease, but if the person needing this knowledge cannot read, or though able to read, cannot understand the message, the bulletin in this instance is worthless as a piece of communication.

The word "communication" in its contemporary, professional meaning describes the satisfactorily completed human-relations act of *sending-receiving* a message. In teaching communication skills, stress is placed on the importance of wording or picturing, or otherwise symbolizing the knowledge or ideas or information to be conveyed in a way most likely to be comprehended by the receiver. And no message of whatever sort is considered communication if it fails to reach and to be comprehended by the person or group to whom it is directed. The rapidity of economic development in Turkey depends in large part on the many combinations of "messages" in this *sender-receiver* relationship.

On the following pages of this issue of Participant Journal there are articles of interest to the reader which point out the significance and importance of skilled communication in Turkey's expanding economy, and which give evidence of the role that communication and the professional communicator are already filling in Turkey's rapid advance.

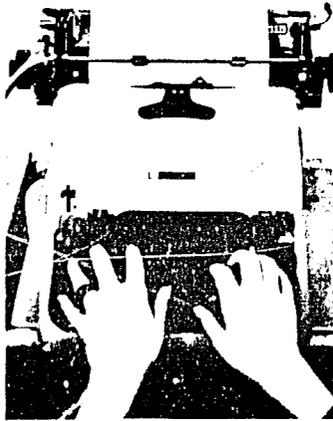


GELİŞMEKTE OLAN BİR EKONOMİ'DE HABERLEŞMENİN ÖNEMİ

Dinamik fikirlerin yaratılması kafi değildir -- bu fikirlerin ekonominin her seviyesinde yayılması gerekir; bu da ancak tecrübelli bir haberleşme mekanizması ile elde edilebilir. Sosyal alanlarda bütün ilerlemelerin sür'ati haberleşmenin kalitesine bağlıdır.

İnkişaf etmekte olan bir ekonomide haberleşme basit bir sınıf ödevi değildir. Haberleşmeyi idare etmesi gereken elemanlar çoğunlukla bu sanatın acemisidir, hatta bazen böyle bir sanatın mevcudiyetinden bile bihaberdirler.

Haberleşme asrımızda profesyonel anlamile insanlar-arası irtibatı temin etmek olup bir mesajın alıcı-ve rici vasfını taşır. Vericinin göndereceği herhangi bir mesaj alıcı tarafından anlaşılmadığı müddetçe hiçbir değer taşımaz. Bir memlekette ekonomik gelişmenin başarısı büyük ölçüde verici ve alıcı arasında iyi kurulmuş ve kombine edilmiş bir haberleşme sistemine bağlıdır.





COMMUNICATION IN MANAGEMENT

*By Faiz Poroy,
Secretary General,
Turkish Management Association*

Economic development of Turkey depends to a large extent on efficient management in industry. Efficient management is impossible without a thorough knowledge of modern communication techniques.

Until a few years ago communication was practically an unknown factor in management and industry in Turkey. Even

today we have learned how important communication is for success in these fields. But we still have a great deal to learn about the art of communication itself. We have perhaps learned its "essentiality" but we still have to grasp its "complexity."

The development, the success, the very existence of modern industry depends on cooper-

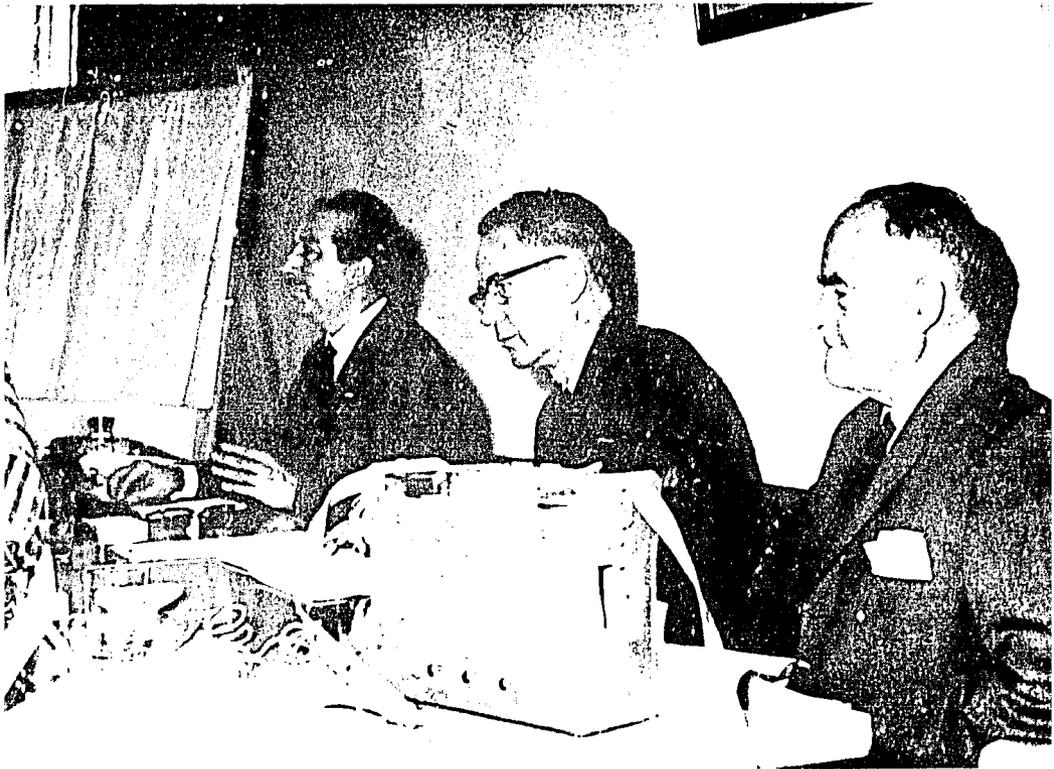
ation people to people and coordination of machines and individuals.

We of the Turkish Management Association have learned, some of us through specialization abroad, some of us through participation in management seminars, some of us through

seeing, listening and understanding, that one of the factors that is an indispensable must in modern management and industry is effective communication.

In underdeveloped countries, and even in semi-developed countries, the average human mind resists change. In such

Seminar on Decision Making in Top Management. From left to right: Chairman Dr. Şahap S. Kocatopçu, President Turkish Management Association; Coordinator Dean Harris L. Wolford, Columbia University—Robert College Program; the late Patrick Malin, Rector of Robert College.



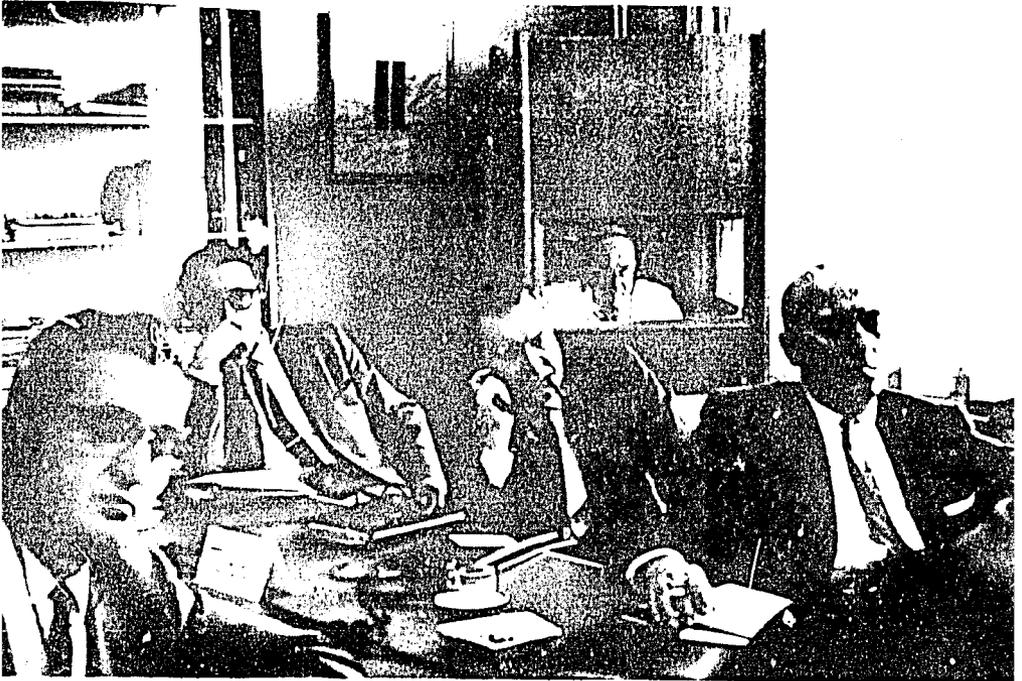
countries the average mind will only accept new ideas and new habits by conviction. This is dependent on how the change is transmitted--communicated-- to the mind of the recipient.

Modern management in Turkey did not develop over many generations. It was a swift turnover from nothing to what we have today. We had the help of friendly nations, especially the United States where modern scientific management in industry

has reached its peak. These, our friends, did not grudge us any of their know-how. All we had to do was to show the desire to learn, show a capacity for reception, and a will to share at home what we had learned abroad.

We learned abroad what we knew all along but had not put into practice--that the days of "belief through fear" were over and that modern management and modern industry could only succeed and thrive through the phi-

Participant, General Secretary Faiz Poroy doing simultaneous translation at Seminar on Decision Making in Top Management.



losophy of "belief through desire and through acceptance."

We had known all along that people were the most important element in the manufacturing field. But we did not know how to communicate effectively with them. We learned that people need to understand a communication in order to give their best support to it, and that they must accept an idea before they could properly put it into effect. We learned that what really counts is not what people are told but what they accept.

Most managers, especially in industry, spend the greater part of their working day trying to communicate with others. About half that time is spent in listening. In the United States and in seminars held in Turkey we have also learned how to listen. We have seen that listening is not a negative process, but on the contrary, a very active one. May I here quote Carl F. Braun: "The problem is not one of getting men to talk, the problem is one of getting leaders to listen."

In Turkey, managers often are apt to talk too much and listen too little. But a manager must get work done through other people. To be able to do this he must be able to communicate ef-

fectively with them. This will only become possible if and when such managers learn the art of listening.

First, we managers who are in authority will have to learn to teach ourselves, to remind ourselves daily and to warn our confreres that communication is most successful and often only possible when it takes place as a cooperative process. We must also constantly remember that communication is most complete where trust and confidence are present. We must accept as a standing principle that efficient communication brings effective and efficient administration.

We must be careful to keep communication continuous and not let it remain spasmodic. Real communication must move freely in both directions; there must be clear downward and upward channels for ideas. Communication cannot be a one way street.

I have learned, by being a witness and through personal experience, that in most cases the failure to communicate lies with the communicator, be he a statesman, a teacher, or a manager. I have seen that leadership in management cannot long remain effective unless it is by

persuasion and not by command. I have learned to believe that efficiency--both from the psychological and material standpoint--will increase through satisfaction of the worker and it will decrease through his frustration.

In these modern and sometimes difficult days, competition in business is constantly increasing. A business or an in-

dustry can stand or fail on the basis of its productivity. And good productivity depends on the efforts of people--people who know what they are doing and who like what they are doing and who take pride in what they are doing. To have such people, to keep such people in business and industry, is only possible through effective communication.

Faiz Poroy with Impact II Participants at Turkish Management Association.



SEVK VE İDAREDE HABERLEŞMENİN ÖNEMİ

Türkiye'nin iktisaden gelişmesi, muhakkak ki çoğunlukla sanayide etkili idareye dayanmaktadır. Etkili idare ise ancak modern haberleşme tekniklerinin iyi bilinmesile kabildir.

Bir kaç yıl evveline kadar haberleşme Türkiye'de idari ve sınayi sahalarda pek az bilinirdi. Fakat, bugün artık bu konunun ehemmiyetini artık tam manasile idrak etmiş bulunuyoruz.

Genellikle, insanlar değişikliğe mukavemet ederler. Yeni fikirler ve yeni adetler ancak kuvvetli inançlar haline gelince kabul edilirler. Bu da değişikliğin, yeni fikri kabul edecek kimseye ulaştırılması tarzına bağlıdır.

Bir çok nesiller boyunca sevk ve idare Türkiye'de gelişmeden kalmıştır. Bugünkü durum ise bu hiçlikten gelişmeye doğru atılmış önemli bir adım olarak kabul edilebilir. Bu gelişme ise dost devletlerin, bilhassa Amerika Birleşik Devletlerinin, etkili yardımlarile olmuştur. Öğrenmeyi arzu ettik, ve dışarıda öğrendiklerimizi vatanımızda tatbik sahasına soktuk.

Dışarıda şunu gördük ve öğrendik ki "korku yolu ile inandırma" günleri artık geçmiştir. Modern endüstri ancak "arzulayarak ve isteyerek kabul etme" prensibine dayanmakta ve ancak bu yolda başarıya ulaşmakta ve gelişmektedir.

Bu konuda bir kimsenin desteğini kazanmak için, o kimsenin kendisine nakledilen fikirleri anlaması gerekmektedir. Esas önemli olan "söylenilen" değil, "kabul edilen" dir.

Sevk ve İdare'de dinleme sanatının da muhakkak surette bilinmesi gerekir. Carl F. Braun'un dediği gibi: "Asıl mesele bir kimseyi konuş-turmak değil, fakat bir lidere bir şeyi dinlettirmektir."

Amirler müessir haberleşme sanatını bilmelidirler. Etkili haberleşme iki taraflı olan haberleşmedir; fikirler ulaştırılabilinmeli ve keza dinlenilmelidir. İyi bir lider başarı vasıtası olarak emir değil, ikna kaabiliyetini kullanmalıdır. Rekabetin iş hayatına hakim olduğu bu günlerde başarı verime dayanmaktadır. Verim ise, çalışanlar arasında etkili haberleşmenin mevcudiyeti ile ancak elde edilebilir.

COMMUNICATION FROM THE VIEWPOINT OF LABOR UNIONS

*By Oktay Poyraz,
Press and Public Relations Director,
Türk İş.*

We are living in a century in which society is in the rapid process of development in all countries. Labor unions which have been established to improve and protect the economic and social rights of the workers have to carry their share of burden in this area of change.

The labor unions, which have a nucleus of well-trained and well-educated members and which have geared themselves to the requisite atmosphere of unionism, are strong believers in the necessity of communication.

The fact that communication in its various shapes and methods is an essential and extremely important part of organization has been fully accepted by Türk-İş and its affiliated labor unions in Turkey.

A labor union, to retain and increase the support of the public, has to keep the public informed of trade union activities. It is therefore required that in any well-organized working unit there exists an expert communications system. It is only through professional communication that an integrated labor force can be organized, and again it is only through communication that this force can be continuously informed regarding the activities of the union.

It is sometimes the case that a union is attacked unfairly and with untrue allegations. Effective communication, in such cases, is the means through which possible misconceptions in the minds of the public or even its members are cleared.



Bob Elson, noted American radio personality, interviews Oktay Poyraz in Chicago on the AID training program he participated in while in the United States.

Communication, employing various media such as films, brochures, books, posters, reports, bulletins, newspapers, radio and television, keeps the members of a union informed regarding all of its activities. The union executives are duty bound to communicate the decisions they have made, the new information that has reached them, the results of the collective bargaining sessions they have attended. This is achieved only through the art of effective communication.

A union can only improve itself if and when its relations with the public improve. This again can only be realized through communication. Consequently, in union movements, communication is essential; it is a most important factor, and one cannot do without it.

In view of the fact that labor organizations all over the world depend economically and socially on public opinion most of them have found it necessary to establish public relations offices and employ specialists.

By means of well-prepared and interest-creating publications, it is possible to arouse public support. Nevertheless, some unions neglect to keep up their ties and relations with the public, and then, when their adversaries attack them they are defenseless. These are cases of poor communication.

Ideas do not come easily to men, nor can ideas be changed easily once they have been imprinted on the minds of men. It is, therefore, imperative that information, training and activity campaigns should be well planned and be subjected to a thorough

previous analysis.

Through communication, ideas can be inoculated into those who have no ideas. Through communication, ideas dormant in the minds of people will find an outlet. Through communication, seeds of ideas in the mind take root and bear the desired fruits. Communication is not used so much to change the ideas of people, but rather to strengthen the idea that is already there.

When change is sought, then the two-way introduction of communication is more effective on trained people or minds, while the one-way process works better for untrained people.

Repetition, especially varied repetition, possesses a quality of persuasion. Communication methods which bring solutions to present problems or remedies for present social ailments are always more useful than methods which create new problems and then seek out solutions for them. Also, research has established the fact that effective communication brings to the surface the existing ideas of people rather than changing them.

The members of unions which attach great importance to communication through pub-

lishing and other media are more loyal to their unions, more considerate of their superiors, their equals and their subordinates, and they are in most cases also more enterprising. Unions that have a predominance of this type of members are also nearly always more successful in their relationships with the employers. Such unions are more efficient in exerting influence on public opinion and prefer to attain results backed by public opinion rather than through hurried actions.

In our country this is particularly significant when considered in the light of the future of unionism. In advanced industrial countries, where industrial workers are great in number, the fact that the importance of numerical superiority is decreasing is more evident. In the western countries the intellectual-worker-technicians or 'semi-professional', are daily replacing the manual workers in the industrial working force. These new types of workers or semi-professionals show a distinct sympathy for syndicalism or unionism. These new elements of labor do not have to go through the sacrifices, and the efforts unionism has had to go through in past years. All that is needed to

get this new type of workers into the unions is effective and proper communication. The results are always favorable, for the men are sympathetically receptive.

In Turkey, however, although the result is the same, the beginning presents several differences when compared to Western countries. Between one hundred and one hundred and fifty years ago, realizing that they were being unfairly utilized to benefit only a certain class of people, the manual workers in the western countries encountered many hardships when they tried to get together and establish unions.

The idea of unionism was the idea of these pioneers; the seeds of unionism were implanted by them. Many of these pioneers did not live long enough to see the fruits of their efforts; but the impact and the impression on the way of life in the western world has been great, and the developments that have taken place in western industry in the last century were greatly influenced by the principles of unionism set down by these old pioneers of labor.

In our country we have been lucky to bypass the most difficult and frustrating years of

unionism. We managed to profit by the courage, by the efforts and even by the mistakes of the developers of unionism in the west. It is thus that we have been able to build unionism in Turkey on solid foundations.

Our unionism, which has a short, yet successful, history has been brought to the level of western unionism by the adoption of collective bargaining, strike and lock-out rights ratified by Parliament in July 1963. The understanding of unionism which had followed its normal course since 1908, developed further by the establishment of the Confederation of Turkish Labor Unions in 1952. Türk-İş, which had the right to become a member of the International Labor Organization following the 1960 Revolution, has accelerated its activities.

Türk-İş continued its close cooperation with U.S. A.L.D. and several international labor organizations. The help of AID and these international organizations has been secured for country-wide seminars, for instance.

In these training seminars the basics of unionism and communications have always been predominant. The importance of communications in union affairs is constantly explained to union

members and officers attending these seminars. They are taught that communications is the one method through which they can remain in touch with public opinion and in the good graces of the public.

The fact should never be forgotten that in creating the medium, great duties fall upon individuals. The union executives who are careful about mutual relations, the wishes of the members, and the deep-set traditions of that particular community, play the greatest and most important part in the creation of the required public relations program. In these seminars, where communication and its methods are being explained through the aid of audio-visual materials, the fact that matters in which others have similar interests are equally important to all, are constantly being pointed out and stressed.

When I, the Public Information Director of Türk-İş, went to the United States to receive training in public relations as an AIB participant, I observed that the reading of literature that was of personal interest to themselves was semi-universal among the industrial workers in that country, and that even the work-

ers with the lowest wages owned radio and television sets. My first impressions became more solidified the longer I stayed in the U.S. During the months that I spent in learning the different sections of labor, especially in the Public Relations Section of the AFL-CIO Center, I learned what a labor organization was and should be.

The AFL-CIO, which values greatly all methods of communication, including radio and television, has been successful in creating such an impact in the community, that not only the workers in the U.S., but the whole of the American public have come to understand the necessity of unionism as an integral part of life in a modern country.

This labor organization, which represents 14 million workers is doing its utmost to bring more prosperity to the American worker. And it is being successful in its quest.

Great strides have been made in the field of communications. Daily, new methods are being found and immediately being put into application. While some countries continue to use the old and tried methods of communication, in others radio and television are being used as

the modern means of communication. In advanced countries, radio is the most widely used communication media. In our country unions do their communicating mostly through meetings, shop stewards, bulletins, brochures

and other publications. In most of our unions, the requisite importance to communications has not yet been given. Turk-Is itself, however, is trying to cover this gap as well as possible through its Center of Public Relations.

ÖZET

İŞÇİ SENDİKALARI AÇISINDAN HABERLEŞME

Üyeleri eğitim görmüş ve sendikacılığın icaplarına uymuş olan sendikalar haberleşmenin gerekliliğine inanmaktadırlar.

Haberleşme teşkilatlandırmanın son derece önemli bir organıdır. Hariçle olan haberleşme de dahili haberleşme kadar mühimdir. Zira işçi sendikaları halkın desteğini kazanmalıdırlar. Halk onların faaliyetlerinden haberdar olmalıdır. Sendikaya üye temininde haberleşme çok tesirli bir rol oynar. Üyeleri tecrübelerini, bilgilerini ve yeni gelişmeleri birbirlerine ulaştırabilmeleri yine haberleşme ile mümkün olur.

Sendika yayınları haberleşme yönünden büyük bir önem taşır. Tarafsız olanlara yeni fikirler ulaştırılır, yalnız fikir sahibi olanların ise fikirleri tashih edilir. Araştırmalar göstermiştir ki tesirli haberleşme kişilerin mevcut fikirlerini yüzeye çıkarır ve onları daha açık kılar.

Haberleşmeye değer veren sendikaların üyeleri daha sadık, daha anlayışlı ve müteşebbistir. Böyle sendikalar işverenle olan münasebetlerinde daha başarılıdırlar.

Yurdumuzda kısa, fakat başarılı bir tarihçeye sahip olan sendikacılık 1963 Temmuzunda Toplu Sözleşme, Grev ve Lokavt haklarının kabul edilmesi ile batı sendikacılığının seviyesine yükselmeye muvaffak olmuştur. Bu arada uluslararası işçi kurulları ile olduğu kadar AİD ile de sıkı bir işbirliği yapılmış olup, yapılan seminerlerde yurt çapında faydalar sağlanmıştır.

Bir çok temel konular meyhanında haberleşmeye de geniş yer verilen bu seminerlerde bu mevzu göze ve kulağa hitabeden araçlarla taferruathı bir şekilde incelenmiştir. Türk-İş sendikalarında haberleşmeye gereken önemi vermekte, Basın ve Halkla Münasebetler Merkezi vasıtasile de halkla ilişkilerini geliştirmektedir.

THE PRESS AS A COMMUNICATIONS MEDIA

*By Abdi İpekçi,
Editor in Chief,
Milliyet*

A newspaper is foremost a communicator. It may be a good and constructive one, or it may be a bad and destructive one. But it is certainly, definitely, and undeniably a communicator.

Newspapers in Turkey have in the last years, or, to be more specific in the last decade, developed into a most important and effective communications media. During the decade the press has undoubtedly become the foremost public opinion maker and shaper and, in this new maturity, has grown into a force that can and is playing a major role in the shaping of the Nation's tomorrows. For many people, the newspaper is the main cultural link with the world.





Abdi İpekçi analyzing binding costs before printing.

Another factor that has strengthened the role of the press as a communications media, is the fact that newspapers have made great efforts and sacrifices to assure the delivery of newspapers--on the day of printing--to even the most remote and formerly inaccessible regions of the country. A few years ago such regions received copies two or three days following publication, and many not at all.

Again, the fact that there is no television in Turkey, and that the radio was, until the latest changes, completely State operated, has made the press the most sought after and "believed" communication media in the country.

Following the 1960 Revolution the people of Turkey, and especially the literate (who are our readers and customers) have begun to show an increasing interest in the political, social and economic changes and developments in the country. And since 1960, the press has become not only a communications media that is being sought by the people but also one that is fully believed in by the people.

Newspaper publishing in Turkey today has become an industry of the mind which, very much like the food industry whose target is the stomach, aims at the minds of the people. Today there are five newspapers in Turkey that have a circula-



tion over 100,000 and one of these is near the half-million mark. Before 1960 there were only two.

To inform the public better, to become better communicators, we newspapermen must remain students. The more we learn about ourselves, about our friends and about our adversaries, the better we are equipped to communicate. Foremost we must learn to become "good listeners." For, in today's controversial times, the basic knowledge in even the best human mind, is insufficient for an effective and efficient newspaper correspondent, editorial or feature writer.

Today, newspaper owners have fully realized the fact that they are in a competitive business. People are their only customers, and disinterest of the people can well constitute their undoing. Therefore, these publishers, whose future expansion, whose success, and in many cases whose survival depends on the quality of their product, do not refrain from any effort and expense to better the quality and productivity of their most important working elements—the correspondents and the writers.

Overseas assignments have

helped to shape the minds of newspapermen, to increase their general knowledge, to meet new people, to study new systems and to see, listen and learn why others succeed and how others also often err. I myself have, in the last ten years, been eight times in the United States, in Japan and Korea, in eight countries of Africa, in all European countries except Ireland and Czechoslovakia, and recently in Soviet Russia.

What I have learned in my travels far exceeds what I had known before. I have learned that to communicate well, to tell the people only what has happened, seldom suffices. Our readers need to know the background of situations before they can fully understand the latest events and developments. I have learned to communicate better, not only by reporting what has happened but by explaining how it has happened and why it has happened. The same applies to all my colleagues who have had the same experiences.

Today, in Turkey, the press is free. We are not hamstrung by undemocratic laws, decrees, or regulations. We, by our own free will, have put out and accepted a code of ethics to which we



THE COVER :

For many people the newspaper is the principal cultural link with the world.

adhere. Anyone who breaks the rules--which we the press ourselves have imposed--is publicly criticized by a board of judges which we, the press, ourselves have elected.

Today, we of the press, have a standing debt to the newspapermen of the past. This is a debt that can never end. By remembering them, and what we

owe them; by remembering how they communicated with the people, always to serve the people and never themselves, these old and proud masters have left us a heritage that we must safeguard; safeguard by remaining the formidable force we are today; the incorruptible force that can and must inform the minds of 30 million people.

HABERLEŞME VASITASI OLARAK GAZETE

Gazete en başta gelen haberleşme vasıtalarından biridir. Son on yıl içinde Türkiye'de de gazete çok önemli ve etkili bir haberleşme vasıtası olarak inkişaf etmiştir.

Gazetelerin, yine son yıllar içinde, neşir günlerinde memleketin en hürca köşelerine kadar ulaşmaya muvaffak olmaları için sarfettikleri gayret, bugün gazete'nin, bir haberleşme organı olarak, rolünü büsbütün kuvvetlendirmiştir.

Bilhassa 1960 yılından sonra halk, gazetenin bir haberleşme vasıtası olarak değerine inanmıştır.

Gazetecilik artık Türkiye'de modern bir endüstri haline gelmiştir. Bugün memlekette yüzbinin üzerinde tiraj yapan beş gazete mevcuttur. Bunların biri ise halen yarım milyona yakın nüsha basmaktadır.

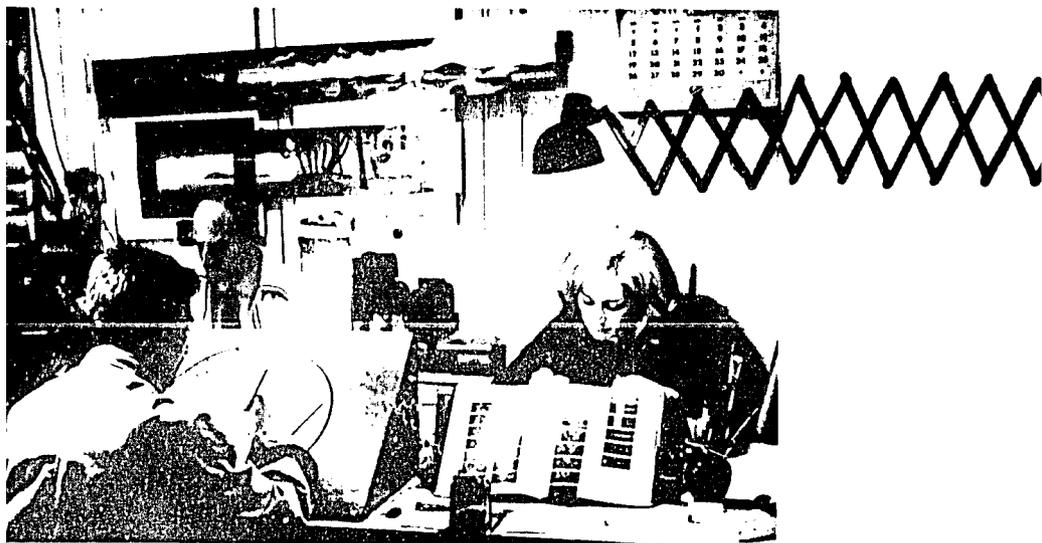
Halka hergün daha iyi bilgi verebilmek için biz gazeteciler hiç bir vakit "öğreneni" vasfımızı kaybetmemeliyiz. Kendimizi, dostlarımızı, rakiplerimizi ve hasımlarımızı daha iyi tetkik ederek onları öğrenmek suretiledir ki daha iyi bir haberleşmeyi elde edebiliriz. Bu da, her şeyden önce, daha iyi bir dinleyici olmakla başarılabilir.

Bugün gazeteler biri biri ile normal ve sıhhatli bir rekabet halindedir. Yegane müşterisi halk, yani okuyucusu olduğuna göre bir gazeteğe ilginin azalması, o gazetenin ticari olarak gerilemesi demektir. Bunun önlenmesi ise ancak iş kalitesinin devamlı olarak iyi evsafa kalması ile mümkündür.

Gazeteciler için deniz aşırı memleketlerde vazife görmek, insanları daha iyi tanımak, yeni sistemleri incelemek bakımından büyük fayda vardır. Benim seyahatlarımda öğrendiklerim evvele bildiklerimden fazladır.

Basın Türkiye'de hürdür. Biz gazeteciler kendi kurduğumuz bir ahlak yasasına bağlıyız.

Bugünün basın mensuplarının, geçmişin vefakar ve cefakar basın mensuplarına ödenemez bir borcu vardır. Onları daima hürmetle anmamız ve bizlere devrettikleri emaneti korumamız gerekir.



The Rolls Royce is the most expensive motorcar in the world. Yet sales doubled in the United States when Rolls Royce created an advertisement which ran: "At 60 miles an hour the loudest noise in a new Rolls Royce is the electric clock..." The words carried a visual image -- they achieved communication.

Communication is called by many a new art. But what Confucius meant by: "One picture is worth ten thousand words," was that the transmission of an idea is easier to do visually than verbally. In the United States,

where advertising today has reached its peak, Thomas Babington Macaulay once said: "Nothing except the Mint can make money without advertising."

But like all other forms of communication, advertising has become a craft, a skill that can best be exercised through the efforts of specialists and professionals. Advertising is the final stage of communications before the marketing of a product. In Turkey, advertising in its modern sense began after foreign capital was encouraged to return to Turkey. International firms such as Lever Brothers,

✶ ADVERTISING

as a means of Communication

**Confucius said twenty - five centuries ago:
“ One picture is worth ten thousand words.”**

By Rıza Çandır

Philips, the oil companies, the airlines, all began communicating with their prospective and potential customers through systems of advertising which before were practically unseen, unheard and still unappreciated by the people of this country.

Communication in all its phases, especially in advertising, must be continuous or it loses a large amount of its effectiveness. Proper and planned advertising has turned into a matter for psychological strategists. In 1931 the late great Franklin Delano Roosevelt once said: “If I were starting life

over again, I would probably give first thought to making advertising my career . . . because it combines real imagination with a deep study of psychology.”

Today, 33 years later, we see how right President Roosevelt was. The psychology of good communication is how best to get through to an audience of thousands or millions of potential customers. For, although communication may be based on words, it is nevertheless not a theoretical but a practical media, especially when sales increases are the quest.



Sitting: Suba Sezgin, Partner of Reklam Moran Istanbul, 1932 graduate of New York University in Business Administration. Facing him, Partner Memduh Moran, 1931 graduate of Columbia University in Press and Advertising. Standing: Director Vedat Baykurt, newspaperman and advertiser for twenty-six years.

In Turkey today, advertising has now become an occupation for professionals. Even the largest firms, be they foreign or local, have accepted the principle that advertising is a matter for specialists and not just a job any man with an average

intelligence can do. In the several advertising firms the writer visited, the men he saw at work were economists, researchers, photographers, artists, mathematicians, or writers.

One top partner of an advertising agency in Istanbul said: "The need for advertising in this country through all available media is so great, so urgent, so manifest in what is being done, that we cannot for an instant even look back. If we do we are out of business." He added: "First, we must know all there is to be known about a product

we are to advertise. Then we must know the customer. After that we must plan the approach and aim at full satisfaction."

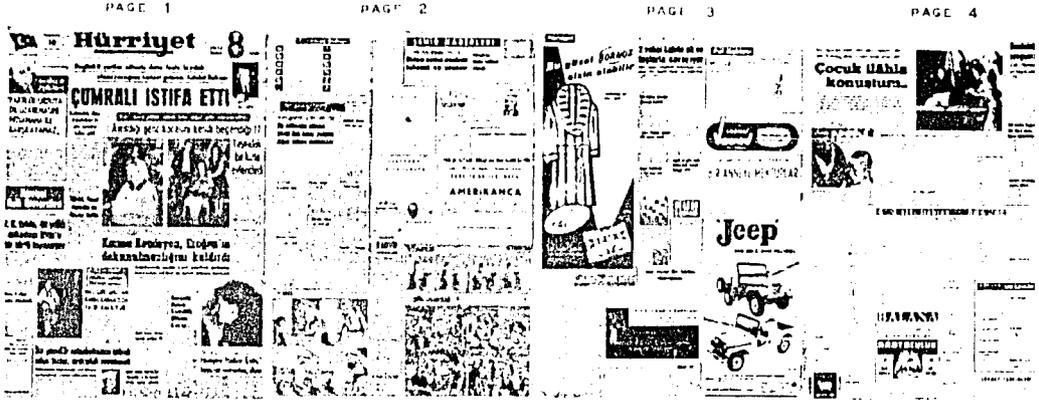
Another top executive in a competing advertising firm said: "Our job is to put reality into words and into pictures. We must be precise and we must be brief, and in this brevity we must put across a great deal."

To my questions regarding which media were used most and which were the most effective in Turkey, this executive gave me a list of yearly advertising expenditures for a food product company, one of his clients. The following list can be accepted as an average of how the different available advertising media are used in Turkey:

Newspapers and periodicals	240,000 T.L.
Radio.....	30,000 T.L.
Motion Pictures.....	25,000 T.L.
Posters and out door advertising.....	75,000 T.L.
Buses, trains, ferries	60,000 T.L.
Circulated printed matter	25,000 T.L.
Exhibitions and fairs.....	25,000 T.L.
Gifts.....	10,000 T.L.
Posted printed matter.....	5,000 T.L.
Other minor advertising	5,000 T.L.
Neon signs.....	None T.L.
Organization and control.....	50,000 T.L.
TOTAL (One year, one firm).....	550,000 T.L.

In Turkey there are today over 2.5 million radio sets. Since most people can be reached through this media, it should normally be the most important channel for advertising. But,

although there does not exist in Turkey a system of sampling listener results, advertising companies believe that advertisements in the press (especially the large-town newspapers) have



In daily newspaper

ÖZET

HABERLEŞME VASITASI OLARAK REKLAM

"Yeni bir Rolls Royce otomobili 60 mil sür'atle giderken duya-bileceğiniz yegane gürültü otomobildeki elektrikli saatin tıkırtısıdır." Bu reklam sayesinde Amerika'da Rolls Royce otomobillerinin satışı bir yıl içinde iki misline çıkmıştı.

Yine ilan hakkında Thomas Babington Macaulay şunları demişti: "Darphane'den başkası reklamsız para kazanamaz."

Diğer bütün haberleşme vasıtaları gibi, reklam da son derece önemli bir haberleşme vasıtasıdır. Reklamın haberleşmenin satıştan önceki safhasını teşkil eder.

Reklam yolu ile haberleşme sürekli olmalıdır. Aksi takdirde tesiri kaybolur. İyi haberleşmede, ister bir dinleyici grubuna, ister ise binlerce müşteriye fikir ulaştırmada uygun bir psikoloji kullanmanın faydası ve tesiri büyüktür. Haberleşmede kelimelerin rolü her ne kadar önemli ise de, reklamcılık kuramsal değil, fakat deneysel bir ortamdır.

greater effect as these reach the greater consumer capacity. And it is especially in this field of communication that the best brains in advertising are at work.

By informing people of the

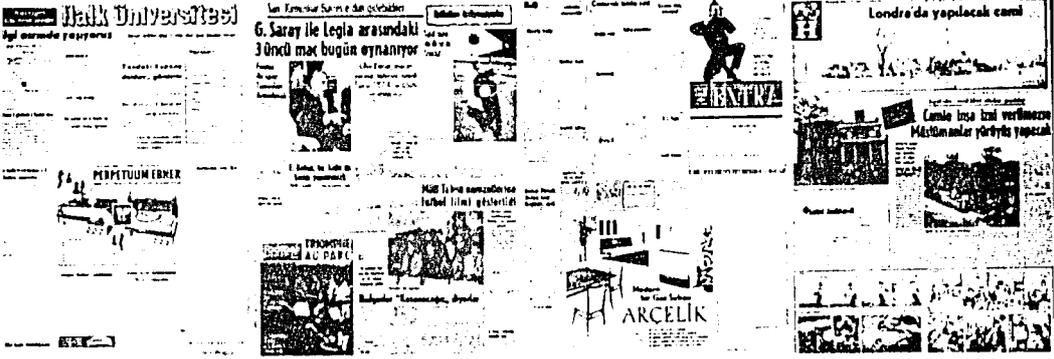
availability of new and improved products, which is communication through advertising, mass demand is created, which in turn makes possible greater production and more employment.

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PAGE 7

PAGE 8



Text : 2,238 column centimeters. — Advertisements : 1,090 column centimeters.

Türkiye'de reklamcılık artık tam anlamıyla profesyonel bir meslek haline gelmiştir. İstanbul'daki reklam şirketlerinden birinin ileri gelen bir mensubu şöyle demektedir: "Mevcut bütün vasıtalarla bu nemlekette reklama olan ihtiyaç o derece mübremdir ki, o derece belirli ve o derece acildir ki, bir saniye için olsun duraklamak bizim için bir tehlike arzeder."

Diğer bir reklamcı ise şu hususu tebarüz ettirmektedir: "Bizim işimiz hakikatı kelime ve resme bürümektir. Kısalık ve özlülük bir prensip olarak tatbik edilmelidir. İşte böylece yaptığımız haberleşme etkili olur."

Türkiye'de çok çeşitli reklam vasıtası mevcuttur. Radyo ve gazeteler en yaygın reklam ortamlarıdır.

Yeni piyasaya çıkmış bir malı piyasada tanıttırabilmek için toplum haberleşmenin bu etkili vasıtası ile uyartılır, bu şekilde de bu mal için arz ve talep artar.

Türkiye gibi devamlı bir gelişme halinde olan bir ülkede reklamcılık önemli bir geleceğe sahiptir.

COMMUNICATION IN AGRICULTURE

By Vasji Hakman

One of man's greatest hungers has always been for knowledge. Yet, here in Turkey, for centuries the opportunities for acquiring knowledge were open to comparatively few people.

In Turkey over 70 percent of the people are farmers. Of these a high percentage are illiterate. More than one million Turks are born every year, and all these millions of Turks, young and old, men, women, or children, need knowledge to improve their living standards. By helping themselves to live better, they also help to sustain and better the national economy.

Communication is the only way to reach these millions of people. The Government of Turkey today is reaching the vast rural majority with "constructive knowledge" through the Ministry of Agriculture's Extension Service. The Extension Service, which is really

agricultural communication, is today, in Turkey and in all developed, semi-developed and non-developed countries, universally accepted as one of the largest and most effective educational system in the world.

Extension is an informal educational system. Unlike formal educational systems it has no classrooms. Every decare of land, every village house in the country is its classroom.

Extension has no conventional pupils. Every man who cares and wants to listen, watch, and learn is its pupil. The extension worker himself is not a conventional teacher. He himself, in most cases, is a man from the farm, trained to teach, show, demonstrate and educate the farm population of his country how to work better and to live better. There is no formal curriculum for extension. Extension is a philosophy of practicality.



*Participant Cemalettin Şenocak,
best known to farmers as the Vil-
lage Teacher...*

The extension worker is efficient when he is a good agriculturalist, a good psychologist, and most important of all, a constant communicator. He must be a good agriculturalist, because he must know what to teach and show the farmer and when to show it to him. He must be a good psychologist, because he must always know how to create an atmosphere so that the farmer is receptive to the changes he is advised to undertake. And he must be a constant communicator, because the scientists of the world are every day inventing new methods, new tools, new fundamentals for improvement, and these would just remain academic theories if the extension worker could not communicate this know-how to the farm people in a language which is intelligible to them. The greatest challenge to the extension worker—the agricul-

...and one of his twenty million pupils.



KUYUZU



MEYVE FIDANI NASIL DİKİLİR

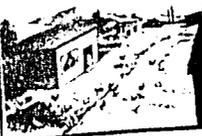
FIDAN ALIŞTIRMA

FIDAN ALIŞTIRILDI

GENENİLEME TAVUKÇULUKTA

FIDAN DİMLE EKİLDİ

TAVUKÇULUKTA



FERHİ TAVUKÇULUK İCİN :

- ◆ ÇİMS TAVUK YETİŞTİR
- ◆ FERHİ KÜME YAP
- ◆ TAVUKLARI ÇİMS İLE VE UĞUN İLE LELE BİLE
- ◆ TAVUKLARI ÇİMS İNİKSİ KÜME İÇİNDE BAK
- ◆ BAK MA ALİMEZ İÇİN ÇIKART

TANIM AKADEMİ TEŞKATİ MEZEMİ

wall-posters - one type of communication media used by agricultural extension.

tural communicator--is to make all the knowledge he brings to the people clear and acceptable.

Year after year, crops may continually fail to reach the level of the actual minimum need. These failures may be due to poor seeds, plant diseases, insect invasions, worn-out soil, lack or over-abundance of water.

But, the most important cause and probably the most common, is the inability of the farmer to cope with these situations, not because he does not use the maximum effort, but because he lacks the minimum knowledge. This knowledge would and could have reached him if proper agricultural communication had been practised in that particular sector.

The main job of the agricultural extension worker is to get

information to the people. He is the postman who has to call once, twice, a hundred, a thousand times. How well he does his job is indicated partly by the total number of people he reaches and partly by the amount of change he produces in each of them. An extension worker can measure his own success by the number of the people he has reached who really show a desire to learn and the number of people who show a readiness for change.

The ideal extension worker is the one who knows that to be a good teacher he must always remain an apt and eager pupil. The basic philosophy of agricultural extension is the concept of helping the people to help themselves, and so the extension worker must constantly adhere to the following principles:



The home economist teaches Turkey's farm women new crafts at home. . .

We have seen that in Turkey some of the best and most effective extension work in the past years has been the type done on a personal basis. This is the system when the extension worker visits a village and he and the farmer study problems together, discuss them and work out a plan for their solution.

Experience has shown us that common problems can also be tackled through the group contact system, which brings together in one place a number of farmers whose problems are similar.

However, the personal and the group methods cannot possibly reach all farmers who need

information. These are reached through the mass media of communication: radio, newspapers, magazines, posters, exhibits and printed materials. These mass media are particularly useful in making large numbers of people aware of new ideas and practices.

Thus extension uses three basic communication methods to get information to the farmers: personal, group, and mass. As the "farmer hears best with his eyes" visual presentations have a vital place in each of these methods. A good extension worker will always use visuals, whenever and wherever he can. He himself will have to learn how to

The extension worker has to work with individual farmers in the field.

Dr. Ferit Uçucu, livestock technician of Atatürk University, Erzurum, is instructing shepherds how to feed their sheep better.



- he must identify the needs, the problems and the opportunities of the group of people he serves;
- he must constantly study their resources;
- he must become familiar with the specific methods these people are employing to overcome, or trying to overcome their problems;
- he must analyze alternative solutions to their problems when alternatives exist; and
- he must arrive at the most promising course of action in the light of the desires of these people, according to their resources and their abilities..



think visually and be especially persuasive before he can communicate with farmers who in many cases may not be eager or ready for change.

In Turkey the method and the result systems of extension are being used by the Extension Service of the Ministry of Agriculture. The method system

is the orthodox system that dates back centuries and shows the farmer step-by-step how to work better. The result system is a system of comparisons. The extension worker picks two fields of the same acreage at a spot where most farmers can see the results. On each of these fields he sows the same variety of

... and in the field.



wheat, one field with fertilizer and one without fertilizer. All the farm population is invited to be present when the wheat is sown and when it is harvested. The result on such fields has moved thousands of farmers to use fertilizer on their fields. The same system of communication of visual results has improved agricultural methods in the use of motorized equipment, irrigation practices, soil conservation and improvement, erosion control, rotation, use of better seeds, and pest control.

Through agricultural communication in Turkey the farmer has learned to think and to believe. As the farmer improves, extension improves and matures. Extension--agricultural communication--has to go through several stages of development before it becomes a vital part of this country's life. It has already gone far and in the right direction.

The real objective of extension is to develop people in a fashion so that these people can, through their own initiative, effectively identify and solve the problems which directly affect their welfare, and in some cases even their livelihood.



VASEFI HAKMAN is a 1947 graduate of the Halkali Agricultural School in Istanbul. After graduation he worked for four years as an extension worker in the Kocaeli region. After 1951 he taught modern poultry raising at the Technical Agricultural School. After two years of teaching he was sent as a U.S.A.I.D. participant to the United States. There he studied at the Oklahoma University and did active work on modern poultry farms. After one year in the United States Hakman returned to Turkey and served for four years as poultry specialist at the Poultry Breeding Farm linked to the Ministry of Agriculture. In 1958 Hakman joined U.S. A.I.D. and for four years remained with this organization as its poultry advisor. He toured all of the country giving and joining conferences and holding seminars with U.S.A.I.D.'s American poultry advisor. In 1961 Hakman opened his own poultry farm and began publishing a poultry magazine named Ciftlik, which today is the only commercial agricultural magazine in circulation in Turkey. Hakman is now also Director of the American Soy Bean Council in Turkey.

ZİRAATTE HABERLEŞME

Türkiye nüfusunun yüzde yetmişinden fazlası çiftçidir. Bu büyük zümre'nin hayat standardını yükseltebilmesi için bilgiye olan ihtiyacı ise hergün artmaktadır.

Tarım Bakanlığının Ziraî Yayım Servisi yoluyla bugün artık yapıcı bilgiler devamlı olarak köylülere ulaştırılabilmektedir. Hakikatte ziraî haberleşmeden farksız olan ziraî yayım servisi, Türkiye'de ve bütün dünyada en geniş ve en etkili bir eğitim sistemi addedilmektedir.

Ziraî yayımın klasik eğitim gibi dersanesi yoktur. Her köy tarlası, her köy evi onun dersanesidir. Teknik ziraat memurları, felsefesi tatbikat olan ziraî yayım sisteminin, hem önderleri ve hem de öğretmenleridirler.

Teknik ziraatçı ve ziraî yayım elemanı veya haberleşmeci, muvaffak olabilmek için iyi bir psikolog olduğu kadar iyi bir haberleşmeci olmalıdır. İşinin en güç kısmı getirdiği bilgiyi öğretmekle kalmamak, aynı zamanda bu bilgiyi kabalıttırmamasıdır. Bir çiftçinin başarısızlığı çok kere mevcut bir bilginin kendisine ulaşmamasından ileri gelir. Bu bilgi haddi zatında ziraî ilim adamlarının laboratuvarlarında mevcuttur. Fakat, bu bilgi iyi işlenmeyen bir haberleşme sisteminden dolayı bu çiftçiye verilemez, veya kendisine ikna edici bir şekilde anlatılamamıştır.

Ziraat yayımcısı bir çiftçinin kapısını bir kere, iki kere, yüz kere, gerekirse bin kere çalar. Başarısı öğrenmek arzusunu aştığı çiftçilerin sayısını ölçülür. Başlıca felsefesi ise çiftçiye kendi kendine yardım prensibini benimsetmeyi azami gayreti olmalıdır.

Ziraat yayımcısı çiftçi ile münferiden veya toplu bir şekilde çalışabilir. Hangi sahada hangi sistemi takip edeceği o günkü şart ve imkânlarla bağlıdır.

Ziraî yayım çiftçilerin refahına, bazı durumlarda hayatlarına dahi tesir edebilecek problemlerin bizzat kendi inisiyatiflerini kullanarak doğru bir şekilde teşhis edebilmek ve çözmek için onları en iyi şekilde geliştirmeyi ve hazırlamayı hedef tutar.

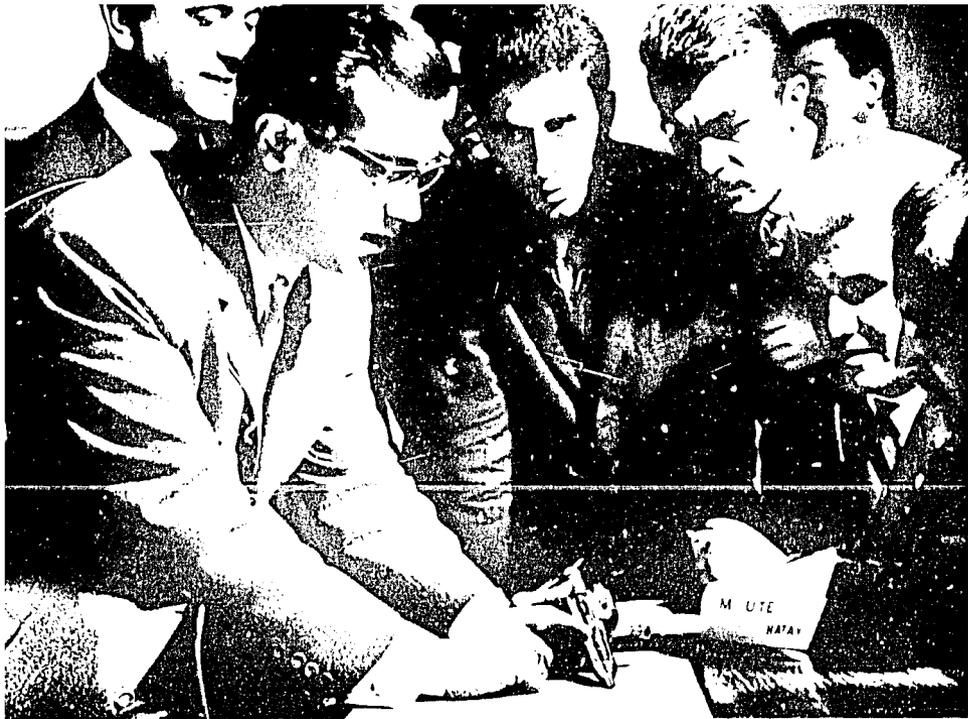
DEVELOPING SKILL IN COMMUNICATION

*By Ertuğrul Y. Gür,
Interpreter-Advisor,
Office of Communications Resources*

"The only kind of learning which counts is the kind which is remembered--the kind which really stays with people to help them solve the problems they face as individuals and as members of groups. Forgotten knowledge represents wasted effort." This was the first lesson, admonition and warning that I received from Dr. R. S. Hadsell, U.S. A.I.D. Communications Resources Advisor, when I joined AID as his assistant in June 1963.

Today after working together as a team for 18 months in eighty-one seminars we have covered, at various times, some twenty different topics dealing with various aspects of communication. These seminars have been sponsored by various AID divisions in the fields of education, management, labor, and agriculture.

In all these meetings there has been one recurring theme: "the psychology of good communication." The psychology of good communication requires not only that the communicator attract the attention of his group, but that he holds their attention throughout



*"By teaching with Dr. R. S. Hadsell
I have learned to teach alone."*

his presentation. And—most important—that the idea or ideas get through. This subject has not had much emphasis in Turkey, yet it is one which seems increasingly important to me.

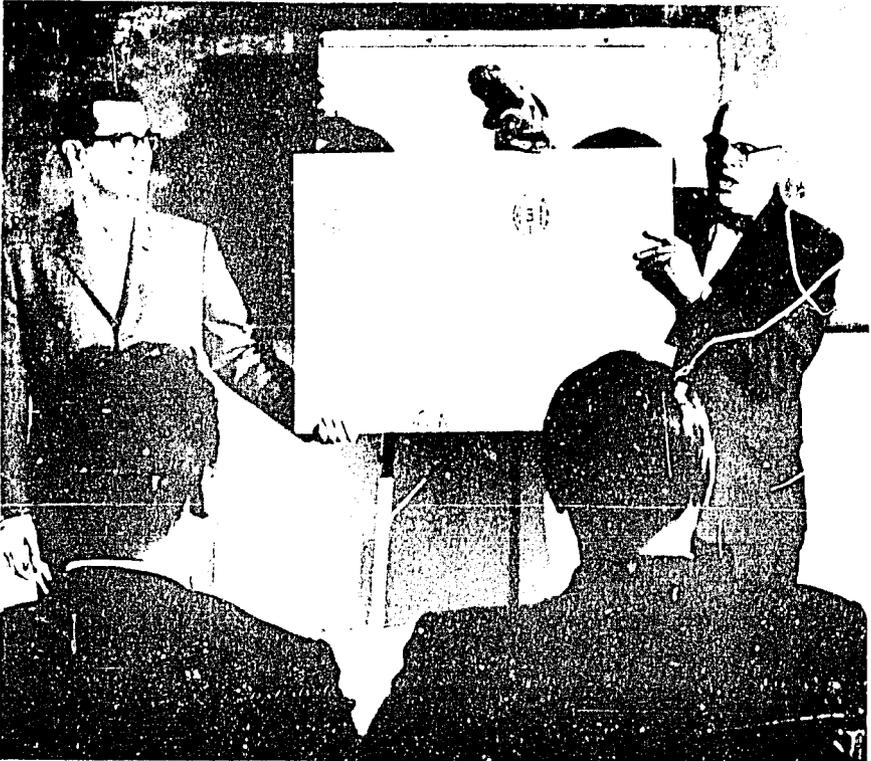
In presenting this topic in our seminars we use a formula developed by Dr. Edgar Dale of Ohio State University. According to Dr. Dale a person to communicate effectively must first of all create an interest in the subject which he is presenting—he must motivate the participant to want to learn. In the second place the subject must be presented clearly. Any confusion in the mind of the communicator or of the receiver results in poor learning. Finally a communicator should give the members of his group a chance to put their knowledge to use as soon as possible. Practice and use are powerful allies of learning.

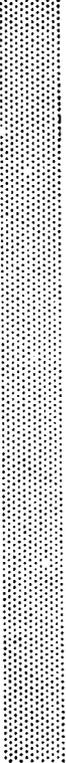
I was a teacher before I joined the staff of the AID, Office of Communications Resources. Both my previous experience and all that I have encountered since then has been a constant reminder

that a good teacher must always remain a good learner himself. When two people work together to teach a group of people they do not have the effect of just one plus one; if they work together effectively as a team, they will have still greater force.

In all our conferences and seminars Dr. Hadsell and I have seen that there is no resistance to learning new techniques and accepting new ideas. In two and a half years our department has given 129 conferences in twenty-two different towns and cities of Turkey, and 4,584 men and women, all key people in their particular fields have attended. "It was a great opportunity to teach communications techniques" says Dr. Hadsell, "enthusiasm for new and practical ideas runs high in Turkey."

When two people work together to teach a group of people they do not have the effect of just one plus one – they form a team with greater force.





A Letter from the Editor

We hope that this issue will serve its purpose--that of informing our readers about the art of skilled communication. Before we close, we think it would be useful to add a few excerpts from books on this subject written by leading authorities.

In the book entitled "The Science of Human Communication" Wilbur Schraam writes on Communication Research..."In the United States communication research is concerned with all the ways in which information and ideas are exchanged and shared. Thus we are talking about both mass and interpersonal communication. We are talking about the personal word, signal, gesture, picture, visual display, print, broadcast, film--all the signs and symbols by which humans convey meaning and value to one another..."

In the same book Joseph T. Klapper, writing about "The Social Effects of Mass Communication" says: "...Almost any effect which mass communication might have upon large numbers of people could legitimately be called a social effect, for people make up society, and whatever affects large numbers of people thus inevitably affects society.

"We might therefore consider any of a thousand different social effects of mass communication, for example, how mass communication affects people's political opinions and voting behavior, or how it affects its audience's purchases of consumer goods. We might also consider somewhat more abstract topics, such as the ways in which mass communication has changed the social structure as a whole and the relationships of people within it..."

Patrick Murphy Malin, 1903-1964

The Editor of the Participant Journal regrets to announce the death of Dr. Patrick Murphy Malin, Rector of Robert College in Istanbul. Dr. Malin died in December after being evacuated from Turkey to New York. He was 61 years of age and had achieved international fame as executive director of the American Civil Liberties Union and other social service organizations in a career which began in 1924. Dr. Malin was a graduate of the University of Pennsylvania and did graduate study at Union Theological Seminary and Columbia University. He was a lifelong member of the Council on Foreign Relations and the Society of Friends.

PARTICIPANT JOURNAL is published bi-monthly by the Office of Communications Resources, USAID, in cooperation with USIS for and on behalf of all the present and former participants in the USAID Training Program and other Turkish-American exchange programs.

PARTICIPANT JOURNAL depends on the news and suggestions sent by the participants in Turkey and in the U. S. Please notify this office in case of change of address or any other corrections. All correspondence should be addressed to:

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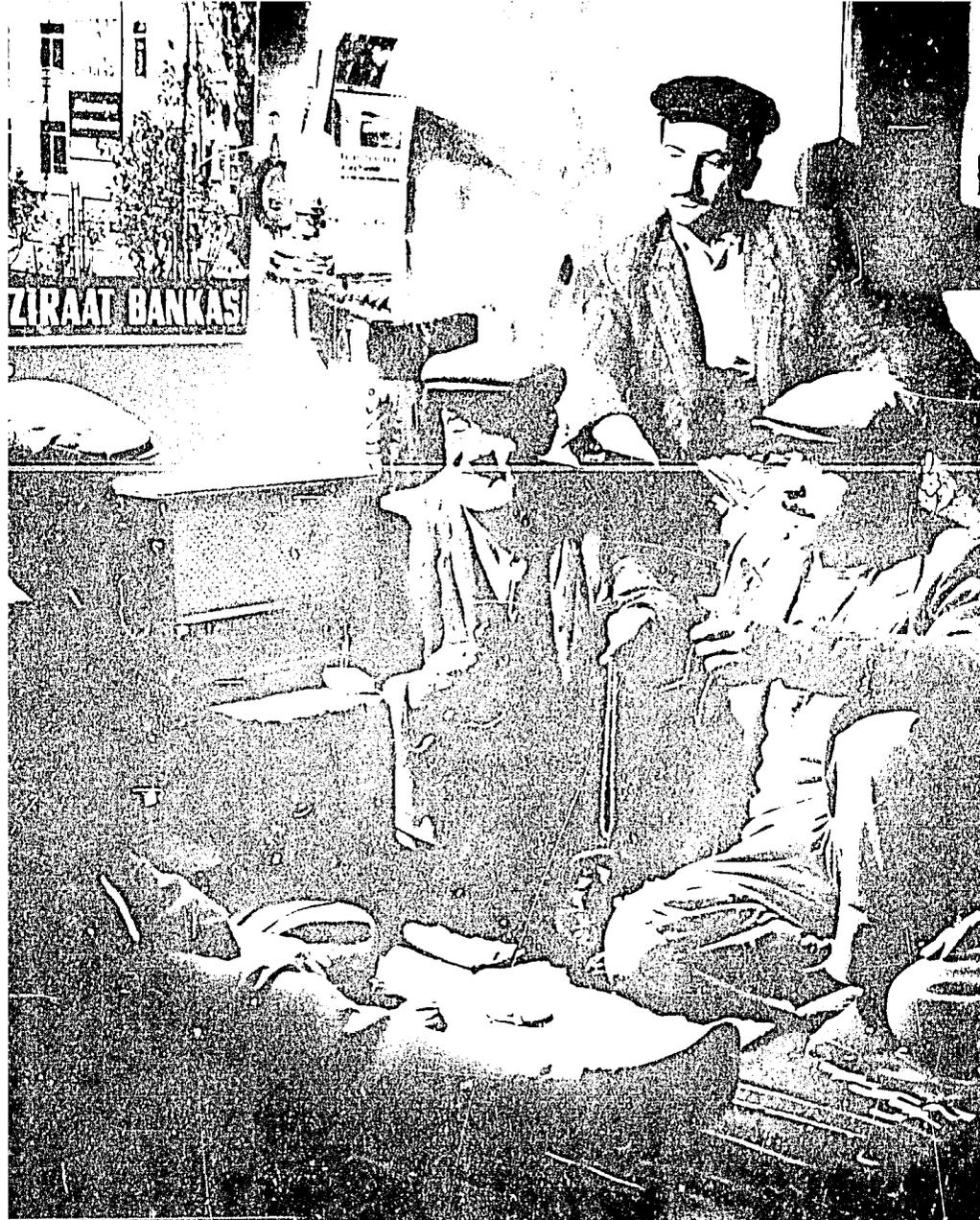
Editor:

Rıza Çandır

Dr. Vali Reşid Caddesi

No. 16 Kavaklıdere

Ankara/Turkey



"We cannot shut our eyes and suppose that we live alone. We cannot put a fence around our country and live without connection with the world. On the contrary, as a progressive reforming nation, we shall live in the field of civilization."

ATATÜRK