

key issue Also known as key vulnerabilities or risks. That handful of situations that are so serious that, should they occur, the result could be catastrophic to an organization, product, or agency.

killer questions The kinds of questions that no one ever wants to be asked, those that agitate, humiliate, irritate, and embarrass. Nevertheless, if they exist, they need to be prepared for.

labor relations The process of encouraging productive interaction between management and labor, generally guided or controlled by a contract.

lagger A Lukaszewski word denoting extremely prompt action rather than instant, immediate response. In military terms, the shortest lifespan in a patrol is the patrol leader, since the patrol leader is generally at the point of the insurgency. The Lukaszewski philosophy is to be in that patrol, but two or three ranks back, so that an encounter is survivable and reportable. Actions and responses can be taken very, very quickly, but based on much better information.

leader Someone who moves other people toward goals through inspiration, motivation, verbalizing a vision, conducting strategic evaluations and questioning, and solving people problems; someone who tells us where we are going and moves us over the horizon.

leadership The ability of an individual to think outside the confines of existing management goals, to go over the horizon and determine new destinations and objectives, then to return and convince followers to move with the leader to these new destinations.

legacy media Generally what we consider in today's terms radio, television, newspapers, magazines. As opposed to new media or the so-called social media, which includes blogs, websites, various communications platforms, Twitter, etc.

legal management The job of inside corporate counsel, which is to understand how the law relates to the corporation, providing the expertise to handle legal problems within the organization and bring in specialist law firms to handle problems beyond the ordinary.

legal risk analysis Generally conducted by attorneys as a part of determining legal strategy, legal options, and litigation and settlement pathways to resolve legal matters.

lies Information, intentionally provided, which is at variance with factual or well-understood evidence and information. Sometimes lies turn out to be one individual's truth, but disbelieved by other individuals.

litigation Legal proceeding, the process of taking a case through court.

litigation communications strategy Recognition that in litigation there are a series of communication flash points that coincide with various milestones in each legal case. Some of these milestones include complaint filing, complaint responding, jury selection, jury verdicts, announcement of appeals, high-profile witnesses, surprises.

lobbying Strong advocacy of a position by a paid advocate with the intent to influence decisionmaking, in legislation, regulation, administrative proceedings, and public statements.

Lukaszewski's Contention Survival Manifesto A document that outlines 24 techniques for reducing contention and adversity.

Lukaszewski's validity/believability index test Using key questions and the behavior of various parties to news interviews and news gathering circumstances, as a methodology for determining the level of truth in a given report, story, or explanatory effort.

malevolence A deliberate human intent to cause harm, damage, and suffering. Sometimes used to describe negative events and outcomes that are the result of actions beyond understanding. Malevolence is constantly negative, constantly malicious behavior and thinking.

malfeasance The bad behaviors, misunderstandings, treacherous intent that lead to or are responsible for creating victims and suffering. Incompetent management or leadership.**manager** Someone who runs an organization, or part of it, by the numbers, focused primarily on producing tangible, expected results that achieve or exceed the targets as forecast.

media coaching/training A structured tutorial process designed to help individuals be effective spokespersons in a variety of circumstances, stressing mostly effective verbal communication, but also including non-verbal communication and testimony preparation.

media relations The professional skill and talent to work with members of the news media, and new media, for the benefit of a client.

media relations policy Approved management procedures and guidelines for having relationships with reporters and media organizations.

mediation A form of ADR (alternative dispute resolution) involving an intermediary who works with both sides to come to a mutually satisfactory result.

mindless verbiage A Lukaszewski concept, sometimes called "verbal vegetables." These are words, phrases, and information we provide in writing or through oral communication that we will have to take back or "eat" at some point in the future. These phrases, words, and ideas need to be avoided at all costs.

negative language and concepts Any ideas, instructions, or information that contain negative words, such as not, don't, can't, won't, shouldn't, and a host of other negative concepts. These are toxic additives to ideas and communication. Negative language breeds misunderstandings, is always inaccurate in some respects, often a flat out lie (any phrase with the word "can't" in it is perceived as a lie by the recipient). Negative language causes confusion, contention, and can create victims through persistent and careless use. Negative language, phrases, and concepts should be eradicated from all writing and speaking to ensure clarity, leadership, and the ability of those being instructed to know what to do.