Letter from the Editor

First, the important business.

Contained in this issue are the names and brief biographies of six candidates for election to PCS AdCom for the 1983-85 term, and a ballot that has a space for a write-in nominee. Please vote for six candidates. As you may note, this means that the nominees probably will be elected. If you thus feel somewhat helpless in determining the leadership of your Society, realize how difficult it was for the Nominating Committee to identify even these six candidates. Nominations come from PCS members, and if none are received from you, then you must live with the Nominating Committee's choices. Don't be shy. Nominate your favorite capable PC-er. Get involved.

Second, the Apology.

It is indeed an inauspicious beginning for this first issue to be somewhat long on late and perhaps short on substance. The infamous "combination of unfortunate circumstances" that caused this condition has passed, and with a little help from my friends (that's you folks), I hope that future issues will be on time, informative, and fun to read.

Third, the Invitation.

This Newsletter is for PC-ers, and should be about PC-ers and PCS, and should be written by PC-ers (after all, that is our profession). As interesting as articles borrowed from other sources may be, and as useful as we may find them, we need to share our own ideas with each other. Write a letter. Send a copy of your article. Review a book. Do something. Each issues will have a "PC-ers Own" column. Help fill it.

PC-ers Own

Senior Member?

Each member renewing 1983 IEEE membership will have mailed to them a Member Record Confirmation form. This Autumn, members who may qualify for Senior Member grade will also have included with this mailing a Senior Member application request form. These members are urged to return the request form with their Member Record Confirmation form to assure receiving Senior Member grade information and application.

IEEE is interested in encouraging all members to hold the highest grade of membership for which they are qualified. If you're a Senior in the profession, you should be a Senior in your Professional Society.

When you renew membership and receive this important mailing be sure to request a Senior Member grade application with the enclosed form.

IEEE Reader Survey

A survey[1] of IEEE readers of our PCS Transactions was held in the fall of 1981. The results were:

No. Responses[2]

1. How does this publication match your interest, in a range from (4) for high match - includes my main interest - to (1) for low match - read only for general breadth?

4	7
3	10
2	12
1	3

2. What is its value to you in your professional work, in a range from high (4) to low (1)?

4	5
3	14
2	11
1	2

3. What did you do with recent issues: Read half or more of the papers (4)? Read about one-third of the papers (3)? Read one or two papers (2)? At most, scanned the issue (1)?

4	15
3	4
2	11
1	2

4. Of the papers you read, did you find the technical quality excellent (4), high (3), fair (2) or low (1)?

4	7
3	21
2	3
1	0

5. Of the papers you read, did you find the clarity of presentation excellent (4), high (3), fair (2) or low (1)?

4	14
3	16
2	0
1	0

6. Do you feel that the physical appearance of the text pages should be made less elaborate (3), remain as is (2), or be upgraded (1)?

3	1
2	23
1	6

7. Do you consider this to be the leading publication in its field (3), a leading publication in its field (2), or neither (1). If (1), list below one or two publications that you consider ahead of this one.

3	8
2	18
1	2

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[1] 64 mailings; 32 responses

[2] Any variations between and among the total number of responses and the totals for individual questions are due to questions left unanswered.

PCS AdCom Nominees

Six members have been nominated to AdCom for the 1983-1985 term. Brief profiles of each are presented below, along with a ballot. Please complete the ballot and return it promptly.

David B. Dobson

Present Employer: McGregor & Werner, Washington D.C. (printer)

Position: Vice-President for Marketing

Previous Employers: U.S. Army, RCA

Education: BEE

IEEE Activities: Technical Activities Board (Finance, Publication, and Meetings committees), Publications Board, Standards Board, U.S. Activities Board, AES Administrative Committee, Administrative Editor of AES Newsletter and *Transactions.*

Other Professional Activities: Registered Professional Engineer, Senior Member of the Society for Technical Communication.

James W. Hill

Present Employer: HRB-Singer, Inc.

Position: Senior Proposal Coordinator

Previous Employers: The Pennsylvania State University, Wheelabrator - Frye, Inc., Westinghouse Electric Corporation, Lawrence Radiation Laboratory, E.I. du Pont de Nemours & Co.

Education: BS Management Engineering, graduate-level courses in communications

IEEE Activities: Publications Chairman of 1982 National Convention, presented invited paper at 1981 National Convention.

Other Professional Activities: Member of the Society for Technical Communication, Sustaining Member of the American Business Communications Association

Published Works: "A Creative Look at Publications Management", "Teaching Communications in the Penn State MBA Program"

Bertrand B. Pearlman

Present Employer: Stauffer Chemical Co.

Position: Manager of Design Engineering

Education: BSEE

IEEE Activities: Past-President of PCS, Chairman of Public Information Committee, Vice-Chairman of IAS Electrochemical Committee

Other Professional Activities: Member of the Society for Technical Communication, Member of the Society for Scholarly Publishing, Member of the AIChE, Member of the Chemical Manufacturers Association

Leon C. Pickus

Present Employer: RCA

Position: Unit Manager

Education: BEE, graduate-level courses in electrical engineering, and in technical and science communication

IEEE Activities: PC Education Committee

Richard M. Robinson

Present Employer: Grumman Aerospace Corp.

Position: Editorial Supervisor

Previous Employers: General Dynamics, Raytheon Corp., Hazeltine Corp., Sperry Gyroscope Corp.

Education: BS Physics, MS Technical Writing

IEEE Activities: Nominations Chairman of PCS AdCom; Member, Computer Society

Other Professional Activities: Senior Member of the Society for Technical Communication

Emily Schlesinger

Present Employer: Baltimore Gas and Electric

Position: Technical writer-editor and production manager

Education: AB and MA Physics, MA and PhD English (Phi Beta kappa)

IEEE Activities: PCS AdCom, past-Editor PCS Newsletter, past-President PCS (1976-1977)

Other Professional Activities: Senior Member of the Society for Technical Communication

Published Works: Articles in *IEEE/PCS Transactions,* and in *Technical Writing and Communication.*

IEEE Professional Communication Society Ballot

Ballot for Election of AdCom Members
Term 1983-1985

Vote for six candidates by marking their names with X.

_____ David B. Dobson

_____ James W. Hill

_____ Bertrand B. Pearlman

_____ Leon C. Pickus

_____ Richard M. Robinson

_____ Emily Schlesinger

_____ _____
Other (Write-in)

Mail completed ballot to
Richard Robinson, Grumman Aerospace Corp.,
Bethpage, LI, NY 11714

New PC-ers
January-April, 1980

Australia
Palazzolo, T.E.
Swetlikoe, J.A.
Young, J.D.

Belgium
Verhaegen, G.

Brazil
Stangler, G.G.

China
Pon, G-C

Columbia
Rubio, C.I.
Salazar-T, A.M.

El Salvador
Silva, J.E.

England
Bengston, K.J.
Fenwick, P.W.

Finland
Hukki, P.J.

France
Saklad, M.A.
Sulzer, J.F.

Greece
Dadakarides, S.D.
Papayannopoulos, J.D.

Hong Kong
Au, K.D.

India
Desai, H.M.
Ramakrishna, R.
Sinha, B.

Japan
Ohata, Y.
Yamazaki, K.

Korea
Chin, Y.O,
Choi, Y.I.

Kuwait
Abdin, M.R.

Libya
Mousa, M.M.

Mexico
Garza, A.E.
Timmerman, K.E.

Netherlands
Noz, A.S.

Nigeria
Emodi, A.H.

Pakistan
Mian, A.S.

Panama
Echazabol, A.

Peru
Hung, G.F.

Portugal
Moura, J.M.F.

South Korea
Lea, D-S.
Lee, M-H.

Spain
Hernandez - G.J.F.

United Arab Emirates
Edirisooriya, P.S.

West Germany
Birett, H.

Zambia
Milano, E.T.

Canada
British Columbia
Hii; M.

Manitoba
Perkary. D.V.
Van Rody, L.Y.

Manitoba
Perkary, D.V.
Van Rody, L.Y.

Newfoundland
Tucker, W.L.

Ontario
Briand, A.C.
Dickinson, S.J.
Kassam, F.M.
Langemann, N.A.
Leggett, B.
Marchant, T.P.S.
Percy, S.W.
Peric, V.
Piercy, N.F.H.
Recalis, M.
Retallack, L.J.
Rosati, A.
Smith, C.R.
Streicker, M.A.
Van Holst, C.R.
Zielke, K.M.

Saskatchewan
Johnson, N.G.

United States
Arizona
Chauza, E.J.
Dodge, C.H.

California
Brown, B.A.
Darnall, W.H.
Dixon, P.
Dunlap, W.N.
Firooz, J.S.
Gupta, B.K.
Junker, S.L.
Kossey, J.A.
Marshall, A.S.
Nelson, J.H.
Palmer, W.W.
Quinn, L.J.
Richey, J.A.
Robbins, A.J.
Rubenstein, R.E.
Sanders, M.L.
Stolin, A.
Sufi, N.M.
Valerdi, J.

Colorado
Ford, L.W.
Startz, M.D.

Connecticut
Alvarado, J.
Hutchinson, C.L.

Delaware
Goel, A.K.

District of Columbia
Mobin, P.

Florida
Angstadt, B.L.
Boydstun, K.
Colson, L.R.

Georgia
Kempton, O.P.

Illinois
Gagner, R.J.
Glenner, E.J.
Kralik, I.M.
McKinney, R.D.

Indiana
Azimi, M.

Iowa
Sheffield, L.S.

Kentucky
Gleason, J.P.

Maine
Warren, R.I.

Maryland
Choy, R.F.
Featheringham, R.R.
Gandhi, M.R.
Larson, D.L.
Miller, H.A.
Tebo, J.D.
Vaughn, J.W.

Massachusetts
Flanzbaum, M.I.
Hansen, B.J.
Maconi, V.J.
McDowell, G.G.
Moniz, J.M.
Pinjo, Z.
Simpson, G.M.
Taylor, A.E.

Michigan
Carter, L.
Hurley, N.A.

Minnesota
Farago, J.J.

Missouri
White, P.C.

New Hampshire
Burnham, L.D.
Concannon, J.G.
Saunders, N.W.

New Jersey
Fraum, J.
Koscinski, J.P.
Matin-nia, A.
Pollock, J.W.
Schillinger, F.J.
Spewak, S.H.
Vincent, B., Jr.
Wiezien, R.G.

New Mexico
Alvarez, R.L.
Breedlove, J.R., Jr.
Mitchell, M.S.

New York
Dirusso, E.A
Edge, E.L., III
Kilgore, C.W., III
Kim. M.J.
Krupa, M.S.

North Carolina
Ingram, J.J.
Mayberry, J.S.
Rubin, R.

Ohio
Anthan, D.J.
Stock, M.J.
Weinshenker, E.

Oregon
Norwood, S.J.

Pennsylvania
Benulis, C.A.

Rhode Island
Bryce, M.C.

Tennessee
Cox, J.M.
Jewell, W.T.

Texas
Dave, D.
Linebarger, J.W.
Ramsey, S.L.
Smith, J.D.
Sullivan, T., Jr.
Webb, J.
Young, R.E.

Virginia
Finnegan, J.R.

Washington
Reese, J.C.

West Virginia
Cook, J.L.
Sykes, M.E.
Zelinski, J.W.

Wisconsin
Lee, K-A.

Take away the art of writing from this world, and you will probably take away its glory.

Letters To Home

Not too many years ago, the company which employed a letters-to-the-homes program was considered quite sophisticated. This medium provided an opportunity for the discussion of controversial topics - something which just couldn't be done properly in the then old standbys, bulletin boards and employee publications.

Today, letters are really not much of an "in" medium. Communicators explore the wonders of video tape, teleconferencing, the dramatics of motion pictures, the impact of full-color publications. Letters are used mostly for crisis situations which require speed and clarity. More often than not they are among the last media the communicator offers to help solve a problem.

There are reasons for this. Of course, communicators are always searching for new ways to tell old stories. But moving employee letters way down on the list sometimes stems from the communicators' efforts to raise their own images in the minds of line management.

The line manager often thinks of the communicator as a letter writer. The communicator doesn't want to be thought of as merely a letter writer, and in his or her zeal to prove more than that often bypasses the technique, even though it might have proved the best possible solution to the problem.

Ask yourself this question. Is there a proper foundation for the letter?

If a company has been silent on controversial issues, and decides that it wants to begin to speak out, caution should be used. The purpose of a letter is not to make anyone mad; it is to influence thinking and actions. It may take a number of slow curves before the audience is ready for a fast break. There are numerous opportunities for communication which can get employees into the habit of receiving letters. But use caution. Every letter must be informative and worthwhile. Don't write one just for the sake of having a program. The communicator should be the judge of style, content, and length. Too many subjects are often crowded into one message; if two or more letters are used the net result would be more effective.

Who is a better judge of the choice of words or phrases than the communicator? He or she chooses language as a doctor selects a medicine, or a composer a note of music. Line managers must accept that something may not be said the way they would say it. The professional selects language to fit the situation and the audience.

Letters can be divided into two general categories: non-crisis and crisis. The first includes such subjects as company policy, employee benefit programs, promotional campaigns, and the like. These letters demand facts — clean, concise, and in the least technical language possible. The danger here is including too many facts and trying to accomplish everything through the one medium.

Letters used in crisis situations should be viewed in a different light. These would include such topics as strikes, illegal work stoppages, union representation elections, etc. Here again the communicator, bombarded with facts from line management, must be careful. Subjects such as these are very emotional. Readers respond to language and an approach which stirs the emotions. They are inclined to refute letters heavily-ladened with unimportant detail. They should finish reading with an opinion.

How readable should a letter be?

This is another area in which there are experts galore. We hear about "fog indexes" and writing to certain levels of education; a sentence should only be so long; it should never contain complicated words or phrases.

Communicators generally agree with critics who argue for simplified writing. But they also believe it can be overdone. They point to union communicators who have long taken the approach that they will raise the level of understanding of their readers, rather than lower the level of their writing. They cite examples of increased understanding of economics, politics, etc., on the part of the average worker today.

Modern television has also done a lot to increase the awareness and capacity to understand of the average man. Fog indexes are useful as checks on writing techniques, but they should not dicate to the extent that the end results seems to talk down to the reader.

How should letters be distributed? They should be mailed to homes, not distributed on the job. The cost is significantly greater, but so are the benefits. A number of communicators mentioned studies, taken in their own companies, which showed that a low of 25% and a high of 60% of the letters read were read by more than one member of the family. When this is the case, they argue, discussion is bound to occur, and such discussion can do even more to change or formulate opinion.

Another thing most frequently mentioned was the practice of sending advance copies of letters to supervisors *on the job.* (Some even include additional information on the letter's subject, on the theory that this makes the supervisors "feel" better informed and increases their sense of importance). Advance information such as this fosters face-to-face conversation between supervisors and employees, and makes the supervisor appear as a more qualified communicator.

Such a program can't be done spasmodically. Once you begin the practice, you must continue it. Otherwise, whatever good has been done will dissipate and supervisors will resent being "out of the know."

5

A tie-in with other media was also mentioned frequently. Side-bar stories in publications and yearly wrap-ups such as employee annual meetings should definitely include references to the company's letter efforts to inform on important topics.

Last, but certainly not least, evaluation of any letter program is important. Studies tell us that an effective letter is read by less than a third of the people who receive it. But who is to say that those who read letter number one are those who read letter number two, or that letters number three and four have identical audiences? Each person reached is an accomplishment; a better informed, more thinking individual.

No communication technique yet developed will reach and *impress* 100% of its intended audience, but don't allow your letter program to be judged on the basis of popularity. Judge it instead by its credibility factor — how many who read believed? If that figure is high, you have a successful and worthwhile program.

— from ICC Newsletter, April 1982

See Editors First, Not Last

In many organizations, procedures for editing and reviewing documents are ineffective because editors and reviewers are involved in the writing process too late, after the document already has a rigid structure and is on its way out the door. Document designers should be involved with the writers and managers of a writing project from the planning stage on. Decisions about the document should be based on guidelines derived from design as well as technical research.

Such procedures are already in use. For example, some parts of the U.S. Department of Agriculture now send preliminary reports out for a "pre-edit review" (a review for organization and language) at the same time that they send it out for a "peer review" (a review for technical content). The Nuclear Regulatory Commission employs "technical information specialists" who may advise on publications at the planning stage. The World Bank has "English language specialists" to teach writing and advise on reports.

Dr. Mary Vaiana, Associate Head of Publications at the Rand Corporation in Santa Monica, California, has defined a new role for document designers at the planning stage of the writing process. She calls these people Communication Analysis (CAs). They are not only experienced writers; they are also familiar with the research process (all have Ph.D.s in linguistics or other language fields.

Rand's final products are reports and briefings on their policy-oriented research. But Rand's reports were frequently too long and technical to be as useful

to clients as they could have been, and they were also not always the best way to reach all the audiences that might have had an interest in the research findings. CAs help solve these problems. They are most effective when they are involved at the planning stage of a report, but may also be asked to intervene at later stages.

Early in the writing process, the CA helps the researcher focus on communicating research results rather than simply reporting masses of data, findings, and implications. Once the researcher has identified the audience and major conclusions of a report, the CA advises the researcher on how to shape the report in a way that is suited to its audience. For example, the CA might advise the researcher to treat a particular issue in one section of the report rather than in several, or to provide summaries and structural cues in certain parts of the report, or to move certain data to an appendix.

The CA also brings a valuable outside perspective and might identify gaps in the logical presentation that might confuse an audience of nonspecialists but that the researcher may overlook because of familiarity with the material. The CA's help can range from calling attention to unnecessary jargon to questioning the purpose of the research so that the researcher can explain more clearly how the research results are to be applied. Although the CA does not make substantive changes in a report, the CA's review may uncover gaps or weaknesses in the report's structure that lead the researcher to make substantive changes.

CAs also write research briefs and summaries that are geared to special audiences. For example, a CA might write a one-page brief about technology transfer for third-world audiences whose first language is not English.

One obstacle that had to be overcome at Rand was the notion that CAs might impose their own stylistic preferences on other peoples work. Researchers, however, found that CAs offer genuine expertise grounded in empirical research in linguistics and psychology — a new editorial approach that researchers find comfortable.

Many organizations that could benefit from the communication planning that CAs do cannot easily accept this type of innovation. To be successful, this type of program needs the backing of top administrators as well as professional staff in an organization.

— Adapted from Simply Stated, February - March, 1982.

Does Teleconferencing Dehumanize?

Think twice before transmitting meetings via satel-lite, says Professor Gerald Goldhaber, chairman of the communications department at State University of New York, Buffalo.

As much as 90 percent of communication is non-verbal, and information gets "lost" during an elec-tronic meeting, he claims. "It's impossible to com-municate effectively unless you have confirmation and feedback, and teleconferencing just doesn't pro-vide for that."

Teleconferencing could prove more of a danger than an asset, he thinks, if important business deci-sions are on the line. "When you're making million-dollar judgments, you want everyone to be there, in person. Imagine someone making a suggestion, and another person frowning because he doesn't agree. With teleconferencing, you won't see that frown, which could prove very significant.

"Many important signals we send out are hard to express in words." Electronic communications simply cannot pick them up, he said.

Communications via telephone, audio telecon-ferencing, and video teleconferencing all dehumanize interpersonal relations. Having studied communica-tions within some 100 corporations, Goldhaber be-lieves that "U.S. workers are dissatisfied with the dis-tance between them and their superiors." Electronic communication, he thinks, increases rather than de-creases that distance.

The problem, Goldhaber noted, is rooted in the fact that most communication does not involve words. Our appearance, clothing, facial expressions and manner are just some of the symbols we use in send-ing signals without words.

Feedback is extremely important, because we tailor these signals on the response we get from others. For every signal we intend to send out during an encoun-ter, Goldhaber said, we also transmit another, unin-tentional one. As a result, the messages we're trying to send may be different than the ones others receive.

"For example," he noted, "I may be dressed in jeans, intending to give you the impression of casual-ness, but you may actually think that I'm a slob." That is why communication must be a two-way street; it must involve "transaction," he said.

Two other factors can make communication still more difficult. One is the size of a meeting: as the number of participants increases, communication becomes more complicated, more diffuse, and more difficult. "Six to eight people is the number for dis-cussion, "he said. "By the time you are up to ten, too

many are involved."

The second confounding factor is the physical dis-tance between participants: as it increases, "transac-tion" becomes more difficult. "Face to face encoun-ters offer the best possibility for reducing ambiguity," Goldhaber said. The new electronic technologies make communication more difficult and less effec-tive.

The oldest of technologies is probably the most likely to hinder communication. "Telephones disem-body human beings," he charged. "When the phone company tells us to make calls, to 'Reach Out and Touch Someone,' they're speaking about a paradox. In reality, you can't touch anybody over the phone!"

Audio teleconferencing, he added, is also not effec-tive. The non-verbal cues that would be available in face-to-face discussions are lost.

"The point of teleconferencing is to reduce ex-penses and the stress on bodies, and the exchange of information supposedly makes it worthwhile. It's often not worthwhile, though, because in a con-ference-call teleconference, too much information gets lost."

In audio teleconferences without two-way com-munication, where one individual addresses a large group, the same problems still exist. The quality of a talk is lessened, he said, because "there is no feed-back. If I'm giving a lecture on a teleconferencing hookup, I can't tell how it's going over, because I can't see the reactions on my listeners' faces."

Extensive use of video would solve only a few of these problems. Calling a well-known permanent tele-conference network "a bomb," Goldhaber said that putting eight people in one room and having them communicate with eight people in another room is ineffective.

The only way to make it an effective communication medium, he said, would be to have eight television monitors, so that every participant could see every other participant, as in face-to-face meetings.

Voice-activated cameras solve no problems, he thinks, because often people make significant expres-sions without actually speaking. Video teleconfer-encing has its own disadvantages as well. "People don't like to be on T.V., Goldhaber said. "It's a huge invasion of privacy."

Teleconferencing does have its attributes, he re-marked. "Sometimes it is more cost-effective than face-to-face meetings, I'll admit that. Nothing is wrong with processing information more efficiently. But it must be more effective as well; that is, the interper-sonal aspect should not be harmed."

"I have an interest in office automation," he con-tinued, citing numerous studies he has made. "But I've found that there is a real need for face-to-face communication in this country."

The cause of the problem, Goldhaber said, is that executives often fail to assess their needs before jumping on the electronic bandwagon. "The technol-

ogies are the thing, the medium is becoming far more important than the message," he said, adding that he had studied with the late researcher Marshall McLuhan. "Boys like to play with toys; it doesn't matter if they need them or not."

"There should be more determination of needs before indulging in technology," he added.

Goldhaber's latest book, *Warm Flesh, Not Cold Plastic*, addresses the technology issue, he said. "Cold plastic" refers to hardware, like the telephone and television. But people need the warmth of personal communication, he said. "They need to be touched."

— from ICC Newsletter, April 1982

Professionalism

A recent speaker listed the qualities that communication staff members have a right to expect in their manager, but it is also appropriate and instructive to list qualities that the manager has a right to expect of his or her staff:

Stay informed of business, local and national-international events. If you lack the curiosity to keep current, you may be in the wrong business.

Be prompt. The day's assignments may depend on your showing up on time and saving unnecessary shuffling.

Dress appropriately for the job. Keep rough gear in the trunk of your car for plant assignments.

Learn to spell. Learn to parse a sentence. Enhance your vocabulary on a regular basis.

Don't abuse expense accounts. You make things tough for the entire staff.

Read "Write To The Point" by John Stahr. Apply its lessons.

Pay your bills, or work with your creditors. Garnishments and duns do not set well in the business office.

Realize that your constant gripe about "not getting enough information about the operation" may mean management cannot spare the time to hold daily informative meetings. Also accept the doctrine of "need to know." You may be denied certain information because you have no need to know.

Read those memos on writing, script preparation, leads, teases, headlines and the myriad other parts of your job responsibility. Once you've read them, comply. If you don't understand them, ask.

Rather than complain about your assignments, come up with ideas. They are all around you. The best communicators can emancipate themselves from the desk and leave everybody happy in the process.

Guard your relationships with the other departments. You may need their goodwill sooner than you think.

Don't backbite. Do the best job you can every day and leave the petty gossiping to others. Don't play office politics unless you're prepared for the consequences of picking the losing side.

Read your copy aloud, read it again and read it for sense.

Don't expect to be paid overtime for career enhancement meetings. If you don't attend, don't be surprised if management thinks you don't have much
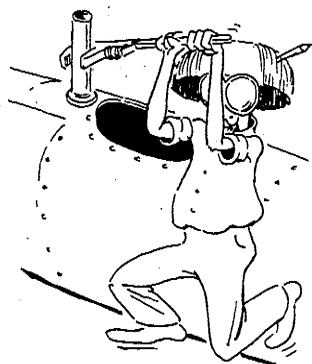
T.W. TYPO

1. Insert bolts A thru W into holes L thru HH and tighten.
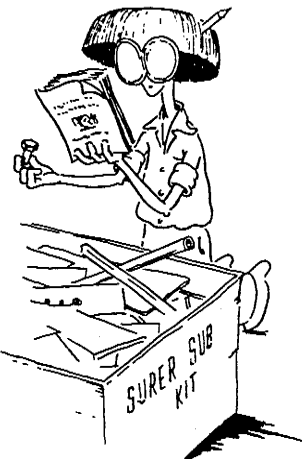
17. Bolt plates MZ, DQ, RT, and LK onto frame 22f.

112. Securely mount conning tower and propellor.

135. **CAUTION:** Apply epoxy sealant to all mating surfaces and fasteners before assembly!

reprinted from *Rough Draft*
Phoenix Chapter
Ken McGinty, editor

interest in improving your skills.

Read the newspapers. Read the newsmagazines. Read, read, read.

Be objective in analyzing your work. Your opinion about the work of your peers is best kept to yourself.

Use your available time to maximum advantage. You'll never write anything that could not be improved by rewrite or editing.

Develop a little flair, use a little imagination. Write as you would converse with an intellectual equal.

Remember, you are part of an organization that is frequently short-staffed. Don't expect cries of joy when you spring a no-notice request for vacation time or a long weekend.

This list could be longer, but this is representative. These are all simple things any communication manager has every right to expect from his professional staff.

Spend a few reflective, objective minutes with the list. How many of these rules do you keep? Ask yourself: would you hire somebody just like yourself, knowing what you do for your own faults?

You may have to make decisions like that one day.

— from ICC Newsletter, May 1982.

Writing Effective Business Reports

Practical in approach and comprehensive in scope, *The McGraw-Hill Guide to Effective Business Reports* by Roy W. Poe emphasizes the skills and techniques needed for the reports that managers must write often (209 pages, $19.95).

The author describes fully how to become involved in an editorial process that ensures effective writing. He demonstrates how to analyze other people's reports, decide what is good and what is bad, and rewrite them to make them totally effective. He then shows how to apply this three-step editorial process to one's own work.

Replete with illustrations of "first attempts" for all types of reports, the guide provides detailed comments beside each example to highlight what works and what does not. Each example is rewritten by the author, who again uses marginal comments to explain the reasons for the changes incorporated into the second, more successful version.

Poe offers ample opportunities for the reader to apply the same process of analysis and rewriting to his or her own business reports. He includes "Your Turn" situations, which allow the reader to practice

the process of taking a report apart and putting it back together to make it more effective. Readers can compare their versions of the reworked report with those given by the author in a special section at the end of the book.

The manual provides practical advice on many different aspects of report writing, from using the right words to selling one's ideas. It covers such diverse topics as the steps to take before starting to write, the gathering and organization of data, the use of emphasis, the principles of display, and the use of business letters as reports.

Roy W. Poe, a communications consultant and author, was affiliated with McGraw-Hill Book Company for 22 years in several different capacities. He is the author of a number of books, including the highly successful *Business Communiction: A Problem-Solving Approach.*

Methods to Improve Business Communication

How can you communicate better? Dr. Carl Hawver, made these suggestions to participants in a National Chamber of Commerce Public Affairs Forum:

- Research your objective to learn what should be said to whom and for what purpose.
- Plan the communications to fulfill that objective.
- Send your planned communications through channels most likely to reach the desired audiences.
- Determine whether the communications accomplished the objective.

Dr. Hawver served as chairman of the Chamber's Association Committee and is executive vice president of the National Consumer Finance Association.

— Jim Boren
President
INATAPROBU

" . . . NOUNIFY—to use nouns as verbs, or to use nouns in such wordational strings that the reader or listener concludes that "There must be a verb there somewhere?" Nounification should not be used by senior-level bureaucrats or those who are striving for executive positions even though the practice is in common use at the cabinet level in Washington. It is the marginal skill of marginal thinkers who have not mastered the higher art form of vertical mumbling.

AESS Newsletter, July 1982

Call For Papers
Special Issue: Proposal Writing

THERE are four forms of writing: exposition, which informs the reader by presenting facts and figures; description, which helps the reader visualize an idea or situation; narration, which tells a chronological story; and persuasion, which tries to convince the reader to accept the writer's perspective. Most writing is predominantly one of these forms. Proposal writing may require all four forms. Perhaps this explains why many proposals are not effective.

Generally defined, a proposal is a response to a request for goods or services. Those who evaluate the proposal are certainly looking for the most effective proposal, but what *makes* a proposal effective? What topics should be included? How might they be developed? How should they be packaged? As competition for "services rendered" increases, more emphasis needs to be given to proposal writing as a process.

Special Issue June 1983
PROPOSAL WRITING
Deadline November 15, 1982

Effective proposals require a thoughtful, systematic approach. Such an approach should produce a complete and self-supporting proposal—one that accurately states the problem and explains the resources, technologies, and experience to be used.

We invite papers that will help our readers design and develop effective proposals. Such papers may be written from three perspectives: those who *request* proposals, those who *write* proposals, and those who *evaluate* them. Case studies with an illuminating result are of interest, as are models of good (and bad) proposals. Papers should be previously unpublished but need not contain new research results. All papers will be refereed.

Although original, unpublished papers are preferred, selected reprinting will also be considered. Papers will be due by November 15, 1982. The principal requirements are double-spaced typing, an informative abstract, well prepared illustrations, an original and one complete copy, and a signed copyright transfer form (reprinted in each March issue of this TRANSACTIONS).

Our "Information for Authors and Readers" is in most issues of the TRANSACTIONS and some specific "Tips on Style and Structure" are in the preface to the December 1980 issue (PC-23/4, p. 158). Please write or phone the editor for further information.

JEFF BRAND, *Associate Editor*
IBM Corp., 588/022
P.O. Box 1900
Boulder, CO 80302
(303) 447-7547

A publication of the IEEE Professional Communication Society

Patents and Patenting

for engineers and scientists

ISBN: 0-87942-700-0

This primer on patents and patenting does four things for the would-be inventor and interested layman: (1) It explains the *conditions* necessary for patenting—what kinds of inventions can be patented and what characteristics the individual inventions must have to actually receive patent protection. (2) It tells how to read and interpret a patent and how to *search* for existing patent information. This is especially important because an invention can be patented only once, even if it is developed independently by different people; the inventor must be aware of what exists in his field. (3) It advises how to *protect* ideas and create the best possible basis for a patent application. And (4), it describes the *process* of patenting, i.e., how to obtain a patent.

This book is based on the special issue on patents of the *IEEE Transactions on Professional Communication* (vol. PC-22, no. 2) published in June 1979 but now out of print. Written not in legalese but in reasonable English, that issue was widely used in both industry and the legal profession to demystify patenting and to educate and encourage would-be inventors.

To the original collection of 17 papers were added three papers on preventing and coping with patent infringement, an update on the legal status of inventions involving software, and an introduction to the new concept of patenting man-made life forms. The original papers were reviewed and updated for currency of information and most of the tables and figures were either replaced or updated.

The bibliography was enlarged to 220 items and includes Creativity and Inventors; Guides and Introductions; Invention Protection; Searching, Retrieval, and Use; Business and Management; and Special Topics. An appendix provides the text of the more frequently cited sections of the patent laws; a glossary was added to define the technical terms of patent language; and an index was created to expedite use of the book and simplify information retrieval.

Contents

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