IPCC 91:
The Engineered Communication
by D. L. Plung, Conference Chairman

Like every IPCC conference chairman, I have spent the first months of my tenure feeling very anxious about the response our program would receive. Would the themes maintain the high standards set at previous conferences? Would our call for papers elicit a quality of response suitable to ensure an interesting and edifying program? Would the conference environment be attractive enough to our professional colleagues in this era of increased opportunities for professional development and decreased corporate and university budgets?

Well, as we approach the cutoff date of the submission of abstracts, I feel these anxieties rapidly dispersing. Owing to the devoted efforts of the IPCC 91 Steering Committee, the...Over 80 abstracts have been received... an exciting array of papers, panels, and even a new conference series has been proposed.

The initial response to IPCC 91 has been tremendous. Chris Forbes, Program Chair, has received over 80 abstracts from all corners of our profession, and an exciting array of papers, panels, and even a new conference series has been proposed. These abstracts are setting a spirited agenda for the Steering Committee's next meeting, at which the conference program will be established. Further, Bill Kelsoe (Registration and Finance Chair) and I have received dozens of inquiries from prospective new PCS members.

Yet the papers represent only one facet of the conference preparations. John Strack (Exhibits Chair) is targeting exhibitors whose products or services complement our program themes. Exhibitors being targeted range from university research centers to computer software/hardware vendors, all dealing with products and services that contribute to successful "engineering" of professional communications. One notable feature being developed is a panel discussion of products and technologies that will influence the development and delivery of technical documentation in the next decade.

Barbara Strack, Publications Chair, is developing specifications for accepted papers. This year authors will be requested to provide electronic copy of their text. This will allow the Publications Committee an opportunity to complete a level of manuscript editing that will provide a consistent, high-quality conference record.

While I don't want to delve into all the ongoing initiatives, I would be remiss if I didn't highlight just three other key efforts. Susan Glastetter, here in Aiken, has been working with the University of Central Florida (among others) to arrange for music for our registration...continued on page 3

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FROM THE EDITOR
by Deborah Flaherty Kizer

Spring is finally in the air, which means IPCC 91 is not far behind! Two articles in this brief but information-packed issue focus on conference planning activities to-date. With the conference only a few months away, the Institute is busy with matters concerning the 91st International Conference.

Frankly, those specialties are likely to be difficult ones. At the TAB level we are trying to negotiate a stable cost model for our publications. Since IEEE publications, like so many other IEEE publications, have been subject to significant changes in expenses, this is not a simple issue. Our technical and informative publications are the cornerstone of the IEEE, of course, but the costs of producing them have risen even with the introduction of new technology. My view is that the TAB entities should pay their fair share of the actual costs of the parts of the publication process they utilize, but no more. I expect this issue to be settled in the next few months.

Again, all contributions to the Newsletter are welcome!

Division VI
Director's Report
by Tom Rhyme

My first two months of service as your Division Director have been busy ones. Service on both the IEEE Board of Directors and on the Technical Activities Board have certainly increased my travel schedule. For example, I attended meetings of both groups in New York in late January, plus a meeting of the TAB Administration Council.

Given my previous experience with IEEE finances as a member of the Budget Development Committee for the past two years, I have been assigned to the TAB Finance Committee and will likely be active in the Institute's financial planning at the Board level as well.

Frankly, those responsibilities are likely to be difficult ones. At the TAB level we are trying to negotiate a stable cost model for our publications. Since IEEE publications, like so many other IEEE publications, have been subject to significant changes in expenses, this is not a simple issue. Our technical and informative publications are the cornerstone of the IEEE, of course, but the costs of producing them have risen even with the introduction of new technology. My view is that the TAB entities should pay their fair share of the actual costs of the parts of the publication process they utilize, but no more. I expect this issue to be settled in the next few months.

At the Board level, overruns in recent IEEE budgets have become the central issue. Those overruns have resulted from three conditions: (1) Planned expenditures of reserves for "one-time" projects, (2) Unplanned increases in operational expenses in several areas, and (3) Unachieved income projections. For 1991, however, I introduced a motion that requires each part of the IEEE to control its expenses in relation to both its income estimates and its budgetary authorization, adjusting downward whenever either gets out of range. Even so, you should keep in mind that the 1991 budget has a planned deficit of $500,000.

Given this situation, TAB has taken a significant step, offering to rebate a sizeable portion of its 1991, 1992, and 1993 General Fund income as a means of stopping the Institute's red ink. Hopefully, other parts of the IEEE will follow this lead. By combining tight ex-

organizational status and placement; growth and development; human resources; 3) The Environment—tools and technology; data storage, retrieval, conversion, and delivery problems and solutions, and 4) The Consumer—audience targeting; schedule and budget control; and, integration of information and functions.

IPCC 91 is fortunate to be able to have as its International Keynote Speaker Dr. Henrich Lantsberg who is:

Chairman of the Professional Communication group of the Popov Society and Head of the Science Information Department, the Institute of Radio Engineering and Electronics, Academy of Sciences of the U.S.S.R.

Dr. Lantsberg will be the guest of honor at a Tuesday night reception and our keynote speaker at the Wednesday lunch. Both events are complimentary for conference attendees.

Participants in IPCC 91 will include leaders from the following areas: engineering and engineering management; academic research and development communities; information/comunication practitioners and managers; and, designers and suppliers of innovative communication technologies.

Exhibitors are being invited to participate in our conference and will demonstrate products and services that were designed to make our users easier and less complicated.

The Sheraton World Resort has excellent sports and recreational facilities; 3 heated pools, miniature golf course and a fitness center; all located on 28 acres of tropical retreat. It is within walking distance of Sea World. Transportation is available at the door to all attractions. Airport shuttle to the World Resort is available at a modest cost or rent a BUDGET car for a week (rates start at just $79 with unlimited mileage—call 1-800-772-3773 and mention IPCC 91). The special IPCC 91 room rate is only $89 per night for up to 4 in a room and is good from October 26 through November 2.

Conference Registration: Checks should be made payable to IPCC 91. Included in the registration is conference attendance, admission to the exhibits area, keynote luncheon, banquet, Friday luncheon, daily continental breakfast, Tuesday evening social and a copy of the conference record.

Clip and MAIL to: William Khoebo, The Johns Hopkins University, Applied Physics Laboratory, Johns Hopkins Road, Laurel, MD 20725.

Fees include conference attendance, keynote luncheon, banquet, Friday luncheon, daily continental breakfast, and a copy of the conference record.

Please make check payable to: IPCC 91.

Extra Meal Tickets/Conference Records

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<tr>
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<tr>
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<td>Conference Record</td>
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*Subject to acceptance of paper for conference.

Please make sure it should appear in conference.

Register early to ensure your place at the conference!

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IEEE Professional Communication Society

Executive correspondence:
AT&T International Communications Services, 412 Mt. Kisco Avenue, Room N404-E24, Morristown, NJ 07960. Articles, letters, and reviews from readers are welcome.

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IEEE Professional Communication Society
Tips for Writing a Press Release

- Type the release double-spaced on company letterhead, following the basic who-what-where-why format.
- Start with the most important information to catch the reader's attention quickly. Cover the other points in the order of their importance.
- Keep sentences short and easy to understand.
- Always name your sources of information when citing figures, trends and studies.
- Be sure to include the name and phone number of the person on your staff to contact for more information.
- Target the appropriate media. An Albuquerque business editor is not likely to use news from a New York company unless it affects local readers or national business trends.
- Address and mail your release to the appropriate department editor; for example, city desk, national news, fashion editor.
- Send a black and white, glossy photo (in focus!) and label all individuals in the picture.

Meeting With Success
by Jim Watson

Engineers spend 25% to 75% of their time in meetings. Meetings are a basic operating procedure and an important management tool. Unfortunately, meetings have a bad reputation. Poor planning and weak execution contribute to the bad name of meetings.

Meetings are usually unpopular because they can waste time. This often is caused by following past practices without understanding or using proven techniques for successful meetings.

The First Rule
When a meeting is considered, the first question should be, "Do we need this meeting?" Meetings are expensive because they use participants' time which is one of the most costly resources of an organization. They also require special facilities. Methods of communication other than a meeting may be more cost effective and just as efficient in exchanging information. Therefore, make sure it is really necessary to hold the meeting to accomplish the desired results. The decision to hold the meeting can be determined early if the purpose has been clearly defined. This can be done by developing objectives and outlining major points to be covered. A review of these should help determine whether or not you need a meeting.

If the decision is to proceed with a meeting, the outline will help establish the meeting's agenda and format. A good rule of thumb is, "Don't hold a meeting without a well planned agenda."

Planning
The next step is to plan. This step will include consideration of who will attend, when the attendees will be available, what facilities will be needed, and which type of meeting will be used. Answers to these initial questions will provide directions in establishing the length, format and structure of the meeting.

If the meeting is to be small and informal, planning is still important, but may be less involved than a major conference. Many times, all planning and implementation is done by one person. In this case, it is important that this person be well prepared to conduct the meeting.

If a committee is involved in the planning stage, good communication within the committee is critical to the meeting's success. The chairperson should give specific tasks to each member. Committee members in turn should provide feedback to the chairperson indicating they understand the assigned tasks and the time schedules. It is important that all members of the committee become involved.

Big or small, meetings require focus and planning to be effective.

Planning includes a check list of tasks as they are completed. Unexpected situations may be experienced. When this occurs, additional communication within the group may be needed. Planners need to be flexible and adapt to changes if needed.

Some free time should be scheduled to break up long meetings. This can provide time for refreshments for the audience and allow time for meeting coordinators to make last minute revisions if necessary. Breaks also provide an excellent opportunity for informal interchange of communication among speakers and the audience.

The planning stage should also identify those who have major assignments during the meeting. Larger meetings are more effective when several share responsibilities. Assignments will depend on the complexity, size and length of the meeting. Responsibilities should be made for last minute changes and backup plans if a speaker is unable to participate or if equipment fails to operate as planned.

Participants
One mistake in planning meetings is not knowing who should attend. Effective meetings occur when those attending have a high interest in the subject being discussed, or when they will be significantly affected by the consequences.

The quality of the participants is usually more important than the quantity. Also, participants appreciate knowing in advance how much time they should plan for the meeting. The attention and quality of the participation by the audience is improved when planners communicate the anticipated length.

In small meetings, the personalities of the attendees should be considered. Strong-willed participants may disrupt meaningful discussion and prevent other viewpoints. Several levels of power may also keep some from sharing their ideas. This often creates roadblocks in bringing the subject to a conclusion or in obtaining effective results. The leader needs to recognize that individual personalities are an important factor in small meetings.

For conferences, invitations should be given to those with the most to gain from the formal presentations. Speakers should be selected to match the audience's needs. The best or more entertaining speakers should be scheduled to start and end the meeting.

Panel discussions and breakout sessions may add a more informal atmosphere to meetings. These encourage greater interchange of ideas, more audience participation and usually maintain a higher level of audience interest.

If meals are to be provided, the menus should be appropriate for the group. Light but filling lunches will help in maintaining audience attendance.

Getting Ready for IPCC 91
Come One... Come All

IPCC 91 is rapidly approaching and the Conference Committee is actively working to make this conference the best in recent memory. IPCC 91 has the right program, the right location, the right hotel and the right time of year; all for a modest cost. Attendees are encouraged to bring their families and spend Halloween at our Florida beach resort. Before and after the conference you can enjoy the exciting Orlando area and its many attractions. Early planning will ensure most economical air transportation. Conference Program IPCC 91 will explore the premise that engineers accomplish communications is to design for continued improvement. It will explore engineered communication from four focal points:

1. The Discipline—principles and standards; design; work flow; and
2. The Practitioner—training,

For reservations: 1-800-327-0363 (mention IPCC 91)
attention for meeting sessions which follow. For large groups, it is not a good idea to select un-
usual or exotic meals. Assistance in planning this portion of the meet-
ing can be obtained from those providing the food.

Publicity
The most important aspect of publicizing a meeting is timeliness. Otherwise, attendance will
be poor.
Small, informal meetings of peers or co-workers may only require a discussion of the time and
location of the meeting and the agenda. This can be effectively publicized with one or two
weeks notice.
If the meeting will involve au-
dience participation, those attend-
ing need sufficient information to effectively participate in the dis-
cussion. Assignments or informa-
tion should be provided in writing
before the meeting to assure clear under-
standing of what is expected.
Large conferences and workshops should be publicized with more formal invitations, proce-
dures for registration and arrange-
ments for lodging when necessary.
These also require a public relations
system of registration; and written
confirmation to the attendees after
they respond to the invitation.
Follow-up letters or telephone
calls just prior to the meeting will
increase attendance.

Because major conferences should
be planned well in advance, sever-
al notices should be provided to pro-
spective attendees at least six
months or more prior to the meet-
ing. Any meeting requiring travel
from various locations should be
date line. Newsletters should be des-
eigned with the needs of the
major speakers in mind. Many de-
tails of facilities should be consid-
ered such as:
• Room layout for type of lec-
ture
• Location in relationship to
screen and audience
• Light controls and operation
• Room and equipment
• Water for speakers and audience
• Light on lectern and speaker
• Speaker notes
• Microphone types
• Microphone locations
• Audience microphones if needed
• Sound controls and operators
• Projectors and projectors
• Screen and screen location
• Pointers or light stands
• Extension cords
• Desk and visual equipment and
spare bulbs
Because audio-visual equipment is
prone to operating problems, it is
important to carefully check out
all components of each system
prior to the meeting. Lighting con-
trast, microphone placement, and
other factors should be checked
before the audience arrives. All projection equipment should have spare bulbs nearby.
For more informal meetings, there
should be at least one additional
spare bulb for each type of
projector.

Assistance in the operation of all
audio-visual equipment should be
provided by those coordinating
the meeting. It is advisable to
assign separate operators to the
rooms lighting carefully check each
piece of audio-visual equipment.
Public address systems often are
unreliable or inadequate. This
should be checked well in advance
of the meeting. One should also
consider saving time for adjust-
ments if needed.

The Benefits
Even though technology may
result in new methods of commu-
nication, some face to face
discussions will continue to make
meetings an important form of
communication. Because much of
our business as professionals incor-
porate this into the meeting.

Making News

The Right Publicity Can Turn Your Product Into a Household Word

Things are looking good. You’ve
launched your business, hired sta-
f and introduced your product or
service to the marketplace. It is
more likely than not that your new software or muffin mix is not exactly a household word. So
how do you get customers to
ring your phone off the hook with or-
ders? One way is through publicity.
Combined with other promotional
and advertising messages, publicity
can be a powerful tool in building
name recognition.

Publicity can be garnered through
press articles, public speaking,
newsletters, special events and
broadcast coverage. It should not
be confused with advertising,
which involves paying for time or
space to get your message across.
In placing an ad you determine
what you want to say and how
often. In writing news copy or new-
spaper coverage for your business,
however, is a hit-or-miss approach,
with control in the hands of editors
and broadcasters.

So why bother with the media? The
best reason is that publicity can help
you influence more people than
story usually interests readers more
than an ad because they don’t feel
they are being sold something.
‘Editorial coverage in a magazine lends a credibility difficult for a public
relations officer to match,’ says
Nancy Miller of Brown Miller Com-
mun ications in Martinez, Califor-
nia. Often editorial coverage can
result in more sales than an ad in
the same issue. Ideally, how-
ever, a story should not strictly be
publicity and advertising to get its
message across.
Publicity can be useful at any stage
of a business—to launch new
products and services, announce
new business partners or promote
an event. The New York Daily
introduced New York Ice Cream two
years ago, sponsored an ice
cream-eating contest in Manhattan.
The premium, moderate-priced
treat got major television and
newspaper coverage and even the
world’s record of nearly 3.5
pounds in 51 seconds was broken.
‘The ice cream is in
stores throughout the state,’ she
reports.

Research the Media
A public-relations firm can help
you with your publicity needs, but
even a modest fee, however, can be
a small company’s limited budget.
For entrepreneurs who want to
promote themselves without out-
side help, here is some do-it-your-
self advice.

Editorial coverage in a magazine lends a credibility difficult for a paid advertisement to match.

The media are not limited to your local newspaper or television or radio station. For example, newsletters produced by trade associations—yourself as well as your customer. You need to know which media are most likely to influence your target audience and which are likely to cover your kind of business. The public library has media source books available that list newspapers, magazines, radio
and radio and television stations.

Before approaching the media, read the publication or listen to the show that interests you to deter-
mine whether your story fits its audience. If the story is
extremely newsworthy, use a pitch
letter rather than a phone call to
present your story. The pitch let-
ter, more than a page in length,
should convey why your story
would be of interest to the media’s
audience. One advantage of a pitch letter is that it can be customized for each target media.

Story Hook
Give your story a twist to make it stand out from the crowd. Some story hooks might include how your widget saves customers time and money, or technologies used to produce your product have increased its safety or durability; or how your product or service fits new market trends. The best hooks write articles about maid's days, maid services are getting a lot of publicity. Why? Because the
ers working on women's needs.
It is always a good idea to follow up
the pitch letter with a phone
call. Make sure your material
arrives well before a publication’s
deadline so the editor has time to assign
a reporter. The pitch letter should include a press release, which briefly describes your company, product or service. It should not
include the five W’s—who, what, when, where and why of your busi-
ness. ‘Make your press release
crisp and concise,’ says Alexis
Parks of Media Syndicate, a Boul-
der, Virginia, public relations
firm. ‘Editors want to scan an idea
quickly. If they like the concept
they will call for a meeting or in-
terview.’ She advises against blitzing the media with expensive press
kits, which contain biographies, photos and background material.

‘Most editors dump out the con-
tents, including the photos, and use
the $5 folder as a file.’

Avoid self-promotion, a sure turn-
off to the media. ‘Editors are not
impressed with a “gee whiz” ap-
proach. Many are looking for trend
stories, so if you pitch your com-
pany’s kit that is a stand-alone article, they can’t use it,” explains Parks. She
advises that press releases be issued on a regular basis as events warrant
them. Once media efforts have re-
ulted in favorable publicity, you can
expect that other media will start
sending reprints to additional
media and prospective customers.

Speak Out
Others to attract publicity include networking at lunches, workshops or
holding seminars. Carol Ann
Wilson talked up her Divorce Plan
software at attorney conventions
The Centre for Professional Writing

I have to what?

You've been enjoying the challenge of the project, it's finally coming together, and it's going to be a success. The only problem is the written report they've just asked for.

You know you can patch something together, but you want the report to reflect the success of the project. Where can you learn the principles of professional writing?

At the Centre for Professional Writing, we offer part-time courses, hands-on workshops, and seminars for business professionals who write reports or proposals, but who have not had any training in professional writing.

Call us to find out how training can help improve your writing skills, or send in one of your reports for a free one-page evaluation. We can also send you a free copy of our evening course subjects and dates.

Writing That Works.

The Centre for Professional Writing 200 University Avenue West Waterloo, Ontario N2L 3G1 519-725-0279

The process of the meetings, your efforts to improve this activity will be appreciated.

Individual careers can be enhanced by practicing good writing skills. Planning, conducting and actively participating in meetings builds personal communication skills and offers opportunity to rise above the average. Leadership skills learned in this process will bring success in many other endeavors of your professional and personal life.


Hurdling the Language Barrier by Wal Tulbrucher

While globe-trotting managers enroll in language courses in record numbers, the corporate need for experts who read and write foreign languages perfectly is more pressing than ever.

Some firms turn to the same language schools for interpretation and/or translation services. Others use professional organizations such as the American Society of Interpreters and the American Association of Language Specialists both in Washington, D.C.

The notorious language barrier is about two feet tall. It can keep you out or, with the help of competent professionals, you can step right over it.

Efficiency and courtesy go hand-in-hand when doing business in another country. What is most efficient usually reflects the best manners. For example:

Business cards should be printed with both English and the host country's language on the other. The best and most economical way to do this is to fax a copy of your business card to your in-country office for translation and printing. Be sure to offer your dual language card with the native language side showing.

Correct a foreigner's English only if asked to do so. After several corrections let the other person speak without interruption.

Finding the right interpreter is key to international business success. Interpreting is not merely a mechanical process of conveying a sentence from one language to another. Rather, it is a complex art, which can be made more difficult when translating complex technical information.

Basic Guidelines

If you speak the language of a foreign guest, introduce American colleagues and guests while speaking his/her language. Give their titles and explain what they do. Your guest will appreciate it.

Make sure you retain an interpreter who understands the nature of your business and the purpose of each meeting.

When planning an important business visit to another country, ask a colleague in that country to retain a competent interpreter for you.

If an interpreter is not present and your foreign guest is not fluent in English, stop periodical ly to give a brief, clear, slowly spoken explanation in English of what has been happening.

Do not tell off-color stories or risque anecdotes (even though most Americans would find quite funny).

Do not hesitate to hire a professional interpreter. This is similar to hiring an attorney or an accountant. In order to get the best possible service, the interpreter must know all relevant details of a meeting agenda. Meet with your interpreter beforehand, have a full briefing and consider him or her to be a part of your team.

Reprinted from AT&T-ICS News.

Newsletter Schedule

The Newsletter publications and deadline schedule is as follows:

DEADLINE ISSUE
May 14, 1991 July 6, 1991 September
Please send your contributions to me at the following address:
Ms. Deborah Flaherty Zier AT&T International Communications Services 412 Mt. Kemble Avenue Room 400 Morristown, NJ 07960 Fax: (201) 644-8130
Who Invited Murphy?

by Jim Watson

Who invited Murphy? (The guy who is always mumbling about the law of fate stating, “Anything that can go wrong will.”) You did if you did not carefully plan each meeting detail. Nothing can be taken for granted. How many meetings you may have arranged in the past. To illustrate this point, I will relate some situations I have personally observed at meetings rolled into one scenario.

The Example

The audience arrives at the location designated in the announcement. There is no one there to unlock the door. In fact, this is the wrong room because the meeting coordinator did not follow-up with the facility planners (at a large corporation headquarters). and they have given the room to another group.

Fortunately, another room is available and the speaker for the overhead slides. Someone is dispatched to the AV department to secure one. A few minutes later, the chairman of the meeting discovers one of the speakers needs a 35mm projector as well as an overhead machine. This requires dispatching volunteer number two.

After 20 minutes, the screen and projector arrive. Another 10 minutes go by while inexperienced assistants attempt to set up the equipment. At last all appears ready.

Five minutes into the first presentation, the speaker requests the operator to turn on the projector. Guess what? The speaker has a wonderful black screens to demonstrate his thoughts. Of course, there is no space bulb because, in the hurry to get the projector, no one thought of it.

Minutes pass, a new bulb is placed in the projector and works perfectly. The first slide hits the screen and looks .... how shall we put it ... backwards. The speaker apologizes and states publicly (letting himself off the hook) that he understood this to be the rear projector arrangement. This is your first clue that a few more (100% in fact) slides are in reverse position.

Of course, the simple solution is to just have someone turn the slides around right? Well as Murphy would have it, a volunteer assistant with “zip” experience eagerly helps. How hard can it be? And yes, the slides now legible ... if the audience stands on their heads for the presentation.

The first speaker is now so upset that he gives up on the slides, on his subject and on the entire meeting. It probably is just as well.

The microphone was not working properly, and since the beginning of the meeting another assistant was trying to adjust the volume. After several ear piercing feedback signals the system was finally turned off. A “ha ha” is heard from our old friend Murphy.

However, all is not lost because there is a second speaker. And, unfortunately, she is planning to use the overhead projector. Although she has a strong voice and will not need the microphone, there is still one little problem. There is a very strong light on the screen which washes out the slide from the overhead. This presents another on-the-job learning experience for the volunteer assistants—who try all the switches in the room. This unplanned light show provides a diversion for the audience while waiting for the speaker to come up.

Finally, the switch for the light over the screen is located and turned off. Unfortunately, this switch controls all the lights in the room, and now the speaker cannot see her notes. Time for plan B. The speaker pulls out the slide Murphy notes. Guess what? The overhead slides are so busy and small no one can read them, including the speaker. After a few unsuccessful attempts at plan B, this second presentation comes to an early death. More reinforcement data for Murphy’s law.

As earlier noted, these goofs are not usually found at a meeting. However, my experience has proven that at least one of these or some other obvious problem will occur.

A wise man once said, “If you don’t know where you are going, any road will get you there.”

While this may be true, it is not a good philosophy when thinking about holding meetings. Successful meetings are more than luck. Professional meetings are based on planning and communication. The road to their success is well defined. And, remember, if Murphy attains, it is because he was invited by those responsible for the meeting.


Tools of the Trade

by Cheryl Reimold

Negotiation and Communication

Part 4: Being a Realist

When it comes to negotiation, humanity seems to fall into three groups: cynics, idealists, and realists. Cynics believe that everyone is out to bluff and cheat everyone else; the only way to survive is to bluff and cheat better than the other’s opponent. Idealists believe if one appeals to the good in people, they will always cooperate. Realists recognize that in most negotiations people’s interests are rarely opposed, and that it takes hard work and creativity to reconcile those conflicting interests.

If you find negotiating disagreeable, imagine what the world would be like if we had all had the same interests and had the same desires. When I do that, I can see negotiation as an interesting reflection of the variety of human life.

Know Your Game Rules

Negotiation is one of the oldest social games, its basic rules have survived many civilizations. You have to go along with those rules to some extent. They are the common language—the frame people use to interpret what you say or do in negotiation.

Here are some of the things people expect when they negotiate (however subtly) with you.

You’ll Start Higher Than You’ll Settle For

People just don’t expect you to start with your lowest offer. So, whatever you propose at the beginning of the conversation, the other side will probably try to drive a hard bargain, and then you’ll have to meet them halfway. In other words, to prove your sincerity in negotiations, you’ll have to assume you’ll have to give up something. And the other side will think of you as soft and push you a little too far. The best you can do is to counteroffer, and then say, “You’d probably like more. I don’t want to drive a hard bargain, but I don’t want to give you too much.”

You Will Not Be Totally Open About Your Needs, Motives, and Circumstances

There are several reasons “unconditional openness” is dangerous:

• It makes you vulnerable to exploitation by ruthless negotiators.

• Even if you are totally open, people will try to guess what
Use of Computers for Developing Lab Reports

Many instructors encourage, if not require, students to investigate the advantages that computers play in word processing, graphics, and document design. There are numerous software packages available which allow students to create equations, graphs, and tables, draw figures, produce 3D graphics, in addition to basic word processing. Newer wordprocessors include powerful spelling and grammatical rule checkers which help increase writing proficiency. Documents and data can be stored on magnetic media making future changes and revisions possible. Most computers can produce high-resolution laser printer output which really makes the look of America.

Sloppy and careless work reflects an apathetic attitude. Therefore, it is important to make your work look clean and presentable as possible. Most professors and instructors will not only find your work most attractive, but much easier to read and understand. This will win a few extra points when the instructor evaluates and grades the report. If a typewriter or computer is not available to you, the report should be neatly hand written. It is good to get into the habit of using a computer since you will most likely one on the job after becoming employed. Most companies provide their engineers with personal computers for documenting purposes and it is recommended that students become familiar with the operation of at least one popular word processing package. Universities provide students with easy access to personal computers at computer centers for writing reports, project papers, computation, design and drafting.

Helpful Suggestions and Furthermore

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by H. Troy Nagle and Fernando Aldana

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The new procedures and organizational structure have created a synergistic, constructive atmosphere during the TAB meetings.

The new TAB structure has two new volunteer administrative units. TAB Publications Products Council and the TAB Liaison Council. The Publications Products Council is an outgrowth of the very successful Book Broker program, which sells Conference Proceedings to libraries and individual IEEE members. The Council is exploring new product opportunities and services for use by IEEE members, and the expansion of the Computer Society office in Brussels to include TAB staff. Some ongoing major projects in TAB are a series of training videotapes, describing TAB operations for Society volunteers and paper tracking software packages for conference and journal editorial committees.

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Concluding Remarks

The year 1990 was a banner year for TAB. The new TAB structure is proving to be very effective in helping the Society software package and new and exciting technical initiatives for improving services for IEEE members. The 1990s will be a truly exciting decade for TAB and IEEE.

H. Troy Nagle was 1990 IEEE Vice President for Technical Activities and Fernando Aldana is 1991 IEEE Vice President for Technical Activities.
Writing Lab Reports
by Alan R. Bugos

Experimenting in a laboratory is probably the most effective way students can apply their engineering skills. The skills most involved in this process are organization, observation, familiarization with various equipment, working with others, writing, and communicating ideas and information. In many cases, the least developed skill is documenting the laboratory work and communicating that experience to others.

Engineers are most effective if they can clearly communicate their ideas and developments to others. For this reason, writing and documenting are essential aspects of an engineer's job. It is said that engineers spend approximately 50 to 60 percent of their time documenting their work. Many engineering students don't appreciate this fact, and sometimes have difficulty adjusting to the large amounts of writing they're expected to do as part of their jobs. Engineers in the workplace are evaluated by their communication skills, which includes both the quality and sometimes quantity of publications and technical reports.

Engineering students practice their writing in laboratory reports. While working as a graduate teaching assistant, I discovered many engineering students could not properly write a laboratory report.

Writing professional-quality laboratory reports can be easy. All it takes is a little time to fully organize the information to be presented. This article provides some guidelines for the organization of laboratory reports. In addition, students will hopefully gain some helpful tips and suggestions for preparing their technical documents.

The Title Page
The title page is always the first page of the laboratory report. The title of the paper should indicate the subject as clearly and as concisely as possible. It should be placed at the top and center of the title page. The name of the author, the date of the experimental work performed, submission date, course number and title, and the instructor for whom the report was prepared should also appear on this page.

Table of Contents and Lists of Figures/Tables
A table of contents serves as an accurate and complete guide to the entire contents of the report. It is necessary only if the report is very long. Entries in the table of contents outline should also appear as headings within the text of the report. The table of contents contains page numbers for the entire report including Roman numerals for the preface pages. For example, the preface pages include the title page, table of contents, list of figures, list of tables, and abstract pages. These pages are numbered with lower-case Roman numerals centered at the bottom of the page. The rest of the report should use standard Arabic numerals centered in the upper right-hand margin or in the bottom center of the page.

A list of figures and a list of tables is usually included when there are many figures and tables (six or more) in the report. These two lists precede the table of contents and give the number, title, and page reference of each figure and table in the report.

The Abstract
Surprisingly, many junior and senior engineering students do not know how to write an abstract. An abstract is a very short, concise and to-the-point statement of what was done, how it was done, the results and conclusions drawn. These three elements are essential to a good abstract. The abstract is usually one of the first or last impressions of the report, purpose, a general introduction, or a statement of objectives. The abstract may become a guide for anyone searching for useful information. The abstract should explain only the significant aspects of the design and the design of the experiment.

How long should an abstract be? A good rule of thumb is to make it as short as possible, but not cut it in half. Normally, the abstract should not be more than one page or approximately 200 words. The abstract is usually written last after the main body of the document is complete. It summarizes the complete document in one simple paragraph, without introducing any text or terminology not included in the paper. Some sample abstracts follow:

EXAMPLE 1
A 15 km multimode fiber optic telecommunications system was designed, constructed, and tested as part of the course work required for the 889 Electro-optics laboratory. Using a LMG1 op-amp and a 555 IC linear timer, an analog-to-digital converter (ADC) was constructed. The pulse-frequency modulated and used to drive an infrared LED connected to an AMP fiber optic connector. An infrared photodiode detected the optical signal which was demodulated and amplified using op-amp circuits. The output signal was compared to the original signal using an oscilloscope and found to be operational within design specifications. The signal gain of the system was measured to be +20 dB within a measured frequency range of 250 Hz to 21 kHz.

EXAMPLE 2
A Class-B Class-B video output driver circuit is described. The circuit contains digital brightness control, pixel contrast control, and black levels. The 5 volt DC circuit uses 500 mW and can deliver up to 150 mA. The circuit is constructed with discrete components fabricated in 8 GHz silicon bipolar technology.

Introduction
The introduction should explain what the report concerns and why it was written. It should put the experimental work into perspective and into the subject under study. It's length may be a few paragraphs to one or two pages. The introduction should place the information in the context of the experimental results. It should be integrated into the subject material. The introduction should make the report clear to the reader each step of the developmental process. The introduction of this section in a laboratory report is often necessary since most data or graphs cannot be introduced. In appropriate cases, this section may be used to present potential applications of the results or recommendations for further work. In general, conclusions and summaries in the laboratory reports should be four to six paragraphs.

Discussion of Experimental Results
The discussion of experimental results is usually the most exciting part of the report. At this point, the reader awaits the experimental results with great expectation. Here the student presents the data acquired and discusses any possible problems or sources of error encountered during the experiment. The data should be presented in reduced form, such as data tables, graphs, or charts. Raw data can be placed in the appendices. Sample calculations of your results should be included in this section. A well-developed discussion of the overall results should follow. Comparisons can be made between the theoretical and experimental results.

Conclusion/Summary
The summary and conclusions section provides a clearly stated closure to the report. Conclusions and summaries should indicate what is known, what is important, and what are the advantages and limitations of the information presented. Remember that every conclusion must be based on the information described in the experimental results. Check to ensure that the conclusion is consistent with the kind of results presented in the experimental data and introduction. If applicable, this section may be used to present potential applications of the results or recommendations for future work. In general, conclusions and summaries in the laboratory reports are one to four paragraphs long.

Appendices
The appendices should be written in a way that the reader will find them easy to read and understand. The appendix should not be too long, and the information should be organized in a logical manner. It should include any additional information that is necessary to the understanding of the report, such as raw data, calculations, or additional graphs.

References
The reference section should include a list of all bibliographic work cited in the paper. Each reference should be numbered. When referring to these references in the body of the text, the corresponding number of the reference should be placed in parentheses [4] or at the end of the sentence in superscript form.

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Experiencing in a laboratory is probably the most effective way students can apply their engineering skills. The skills most involved in this process are organization, observation, familiarization with various equipment, working with others, writing, and creating ideas and information. In many cases, the least developed skill is documenting the laboratory work and communicating that experience to others.

Engineers are most effective if they can clearly communicate their ideas and developments to others. For this reason, writing and documenting are essential aspects of an engineer’s job. It is said that engineers spend approximately 50 to 60 percent of their time documenting their work. Many engineering students don’t realize this fact and sometimes have difficulty adjusting to the large amounts of writing they’re required to do as part of their jobs. Engineers in the workplace are evaluated by their communication skills, which includes both the quality and quantity of publications and technical reports.

Engineers practice their writing in laboratory and research reports. While working as a graduate teaching assistant, I discovered many engineering students could not properly write a laboratory report. Writing professional-quality laboratory reports can be easy. All it takes is a little time and effort to fully organize the information to be presented. This article provides some guidelines for the organization of laboratory reports. In addition, students will hopefully gain some helpful tips and suggestions for preparing their technical documents.

The Laboratory Report

The Title Page

The title page is always the first page of the laboratory report. The title of the paper should indicate the subject as clearly and concisely as possible. It should be placed at the top and center of the title page. The name of the author, the date of the experiment performed, submission date, course number and title, and the names of whom the report was prepared should also appear on this page.

Table of Contents and Lists of Figures/Tables

A table of contents serves as an accurate and complete guide to the entire contents of the report. It is necessary only if the report is very long. Entries in the table of contents outline should also appear as headings within the text of the terminology not included in the paper. Some sample abstracts follow:

EXAMPLE 1
A 15 km multimode fiber optic communications system was designed, constructed, and tested as part of the course-work required for 18488 Optoelectronics Laboratory. Using a 17m741 op-amp and a 555 IC linear timer, an analog frequency modulated and used to drive an infrared LED connector. A 557 photodiode detected the optical signal which was demodulated and amplified using op-amp circuits. The output signal was captured to the original, which can be written into the computer and transferred to the printer.

The abstract is a short, concise statement of the work done, the results, and the conclusions drawn. These three elements are essential to a good abstract. The abstract is not a complete report of the experiment or purpose, a general introduction, or a statement of objectives. The abstract is to be used to describe the testing device for the reader and only contains the most critical information. A professional can design experiments only scan the abstracts to determine if they want to read the entire paper. In some situations, people reading your paper may base their opinion of the work solely on the content of the abstract.

How long should an abstract be? A good rule of thumb is to make it as short as possible, but less than 300 words. A 150-word abstract is a good compromise. The length is a personal choice. It should be short enough to be read in full, but long enough to be read in full. Normally, the abstract is usually written last after the main body of the document is completed. It summarizes the complete document in one simple paragraph and includes showing any text or making clear to the reader each step of the developmental evolution of this inclusion of section in a laboratory report is often necessary since a great deal of experimental work is performed to verify theory and vice versa.

Experimental Procedure or Methodology

This section allows the writer to describe the procedure or methodology for the experiment. It is also the place for a detailed explanation of the experimental apparatus or configuration used. If the apparatus or configuration of the experiment is being described, make sure its description is very concise and to the point. A well labeled drawing can be a great help to the reader. It can be written into the computer and transferred to the printer.

Discussion of Experimental Results

A discussion of the experimental results section is probably the most interesting part of the report. At this point, the reader awaits the experimental results with great expectation. Here the student presents the data acquired and discusses any possible problems or sources of error encountered during the experiment. The data should be presented in reduced form, such as tables, graphs, or charts. Raw data can be placed in the appendices. Sample calculations of your own work should be included in this section. A well-developed discussion of the overall results should follow. Comparison can be made between the theoretical and experimental results.

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Acknowledgments

This section acknowledges any technical or financial support that was provided to complete the work in the report. If the report deals with any prior work performed by the professor or other students have made important contributions to the paper, it should be noted in this section.

Appendices

The appendices should follow the acknowledgments section when applicable. The appendices may contain miscellaneous calculations, mathematical details such as derivations and proofs, computer programs, codes. Other related information that supports the topics discussed in the report may also be incorporated by the writer may also be incorporated.

References

The reference section should include a list of all bibliographic work cited in the paper. Each reference should be numbered. When referring to these references in the body of the text, the corresponding number of the reference should appear in parentheses. The references should appear in alphabetical order by author, and the two or three most important works should be listed first. The references should be cited in the text of the report. The correct form for referencing citations in books, journals, conference proceedings, and conferences is shown in the following examples:

Use of Computers for Developing Lab Reports

Many instructors encourage, if not require, students to investigate the advantages that computers play in word processing, graphics, and document design. There are numerous software packages available which allow students to create equations, graphs, and from these basic data, draw figures, produce 3D graphics, in addition to basic word processing. Newer word processors include powerful spelling and grammatical rule checkers which help increase writing proficiency. Documents and data can be stored on magnetic media making future changes and revisions possible. Most computers can produce high-resolution laser printer output which really adds to the visual impact of the students work. Sluggish and careless work reflects an apathetic attitude. Therefore, it is important to make your work look correct and presentable as possible. Most professors and instructors will not only find your work more attractive, but much easier to read and understand. This will win a few extra points when the instructor evaluates and grades the report. If a typewriter or computer is not available to you, the report should be neatly handwritten. It is good to get into the habit of using a computer since you will most likely one the job after becoming employed. Most companies provide their engineers with personal computers for documenting purposes and it is recommended that students become familiar with the operation of at least one popular word processing package. Universities provide students with easy access to personal computers at computer centers for writing reports, developing program code, compilation, and drafting.

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The new TAB structure has two new volunteer administrative units, the TAB Proceedings Council and the TAB Liaison Council. The Publications Proceedings Council is an outgrowth of the very successful Book Broker program, which sells Conference Proceedings to libraries and individual IEEE members. The Council is exploring new product opportunities and services such as repackaging conference proceedings as "theme" volumes and electronic delivery of publications to libraries and IEEE members through electronic media, such as CompuServe. The TAB Liaison Council is a policy coordinating body for TAB. It has catalogued all the relationships between IEEE Technical Societies and non-IEEE entities around the world.

Increased Emphasis on Long Range Planning

Another new feature of TAB this year is its Strategic Planning and Review Committee (SPARC). This committee is composed of three past Society Presidents and three past Division Directors. It elects its own Chairperson and thereby maintains very independent from the rest of the TAB volunteer structure. SPARC recommends a set of approximately 20 operating goals for TAB in any given year. TAB modifies this plan and sets a realistic plan for its various Councils and Committee. SPARC then serves an independent evaluation role by giving TAB a performance rating at the end of the year. Another important role for SPARC is review and evaluation of the vitality of our Technical Societies.

1990 Operating Goals

In 1990, TAB completed 17 of its 20 operating goals, with the remaining three being carried over into 1991. Some major accomplishments were the conversion of all magazines and some conference proceedings to electronic publishing, the development of a new conference proceedings software package for use by IEEE entities, and the expansion of the Computer Society office in Brussels to include TAB staff. Some ongoing major projects in TAB are a series of training videotapes describing and some Transac
tions for Society volunteers and paper tracking software packages for conferences and journal editorial committees.

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Another significant change in 1990 has been the relocation of TAD from New York City to Picataway, NJ. The move has been accomplished with only minor disruptions in service. Every TAB staff member now has a new PC and his or her own private, electronic mailbox enabling members of TAB staff by his or her first initial, a period, his or her last name, followed by @iee.org (eg., t.nagle@ieee.org and f.aldana@iee.org).

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H. Troy Nagle was 1990 IEEE Vice President for Technical Activities and Fernando Aldana is 1991 IEEE Vice President for Technical Activities.
Who Invited Murphy?
by Jim Watson

Who invited Murphy? (The guy who is always mumbling about the law of fate stating, “Anything that can go wrong will.”) You did if you did not carefully plan each meeting detail. Nothing can be taken for granted, no matter how many meetings you may have arranged in the past. To illustrate this point, I will relate some situations I have personally observed at meetings rolled into one scenario.

The Example
The audience arrives at the location designated in the announcement. There is no one there to unlock the door. In fact, this is the wrong room because the meeting coordinator did not follow up with the facility planners (at a large corporation or hotel), and they have given the room to another group.

Fortunately, another room is available, and the speaker for the overhead slides. Someone is dispatched to the AV department to secure one. A few minutes later, the chairman of the meeting discovers one of the speakers needs a 35mm projector as well as an overhead machine. This requires dispatching volunteer number two. After 20 minutes, the screen and projector arrive. Another 10 minutes goes by while inexperienced assistants attempt to set up the equipment. At last all appears ready.

Five minutes into the first presentation, the speaker requests the operator to turn on the projector. Guess what? The speaker has a wonderful black screen to demonstrate his thoughts. Of course, there is no space bulb because, in the hurry to get the projector, no one thought of it.

Minutes pass . . . a new bulb is placed in the projector and works perfectly. The first slide hits the screen and looks . . . how shall we put it . . . backwards. The speaker apologizes and states publicly (letting himself off the hook) that he understood this to be a rear projector arrangement. This is your first clue that a few more (100% in fact) slides are in reverse position.

Of course, the simple solution is to just have someone turn the slides around—right? Well as Murphy would have it, a volunteer assistant with “zip” experience eagerly helps. How hard can it be? And yes, the slides now are legible . . . if the audience stands on their heads for the presentation.

The first speaker is now so upset that he gives up on the slides, on his subject and on the entire meeting. It probably is just as well. The microphonewas not working properly, and since the beginning of the meeting another assistant was trying to adjust the volume. After several ear piercing feedback signals the system was finally turned off. A “ha ha” is heard from our old friend Murphy.

However, all is not lost because there is a second speaker. And fortunately, she is planning to use the overhead projector. Although she has a strong voice and will not need the microphone, there is still one little problem. There is a very strong light on the screen which washes out the slide from the overhead. This presents another on-the-job learning experience for the volunteer assistants—who try all the switches in the room. This unrehearsed light show provides a diversion for the audience while waiting for the speaker to consider her presentation.

Finally, the switch for the light over the screen is located and turned off. Unfortunately, this switch controls all the lights in the room, and now the speaker cannot see her notes. Time for plan B. The speaker asks for the slide murphy notes. Guess what? The overhead slides are so busy and small no one can read them, including the speaker. After a few unsuccessful attempts at plan B, this second presentation comes to an early death. More reinforcement data for Murphy’s law.

As earlier noted, these goofs are not usually found at a meeting. However, my experience has proven that at least one of these or some other obvious problem will occur. A wise man once said, “If you don’t know where you are going, any road will get you there.” While this may be true, it is not a good philosophy when thinking about holding meetings.

Successful meetings are more than luck. Professional meetings are based on planning and communication. The road to their success is well defined. And remember, if Murphy attends, it is because he was invited by those responsible for the meeting.


CHAPTER CHATTER
IEEE Washington/Northern Virginia Sections Joint Chapter of the Professional Communication Society (PCS)

Thursday, December 5, 1991 (Mini-Workshop)
Technical Writing (tentative)

This mini-workshop is set for Thursday, December 5, 1991, and will be lead by two of the PCS AdCom members, Nancy Corbin (Chairman of the PCS Membership Committee and a member of our local chapter) and Ron Blizq (Chairman of the PCS Education Committee and a PCSer from Canada). Keep this date open on your calendar . . . confirmation and more details later.

Ronnie Rawls

TOOLS OF THE TRADE
by Cheryl Reimold
 Negotiation and Communication Part 4: Being a Realist

When it comes to negotiation, humanity seems to fall into three groups: cynics, idealists, and realists. Cynics believe that everyone is out to bluff and cheat everyone else, the only way to survive is to bluff and cheat better than one’s opponents. Idealists believe if one appeals to the good in people, they will always cooperate. Realists recognize that in most negotiations people’s interests really are opposed, and it takes hard work and creativity to reconcile those conflicting interests.

If you find negotiating disagreeable, imagine what the world would be like if we all had the same interests and had the same desires. When I do that, I can see negotiation as an interesting reflection of the variety of human life.

Know Your Game Rules

Negotiation is one of the oldest social games, its basic rules have survived many civilizations. You have to go along with those rules to some extent. They are the common language”—the frame people use to interpret what you say or do in negotiation.

Here are some of the things people expect when they negotiate (however subtly) with you.

You’ll Start Higher Than You’ll Settle For

People don’t just expect you to start with your lowest offer. So, whatever you propose at the beginning, you’ll assume you will have to agree to less.

You Will Not Be Totally Open About Your Needs, Motives, and Circumstances

There are several reasons “unconditional openness” is dangerous:

• It makes you vulnerable to exploitation by ruthless negotiators.

• Even if you are totally open, people will try to guess what
Hurling the Language Barrier
by Walt Fulcher

While globe-trotting managers enroll in language courses in record numbers, the corporate need for experts who read and write foreign languages perfectly is more pressing than ever.

Some firms turn to the same language schools for interpretation and/or translation services. Others use professional organizations such as the American Society of Interpreters and the American Association of Language Specialists both in Washington, D.C.

The notorious language barrier is about two feet tall. It can keep you out or, with the help of competent professionals, you can step right over it.

Efficiency and courtesy go hand-in-hand when doing business in another country. What is most efficient usually reflects the best manners. For example:

- Business cards should be printed with English on one side and your host country’s language on the other.
- The best and most economical way to do this is to fax a copy of your business card to your in-country office for translation and printing.

For sure, offer your dual language card with the native language side reading.

- Correct a foreigner’s English only if asked to do so. After several corrections let the other person speak without interruption.
- Finding the right interpreter is key to international business success. Interpreting is not merely a mechanical process of converting a sentence from one language to another. Rather, it is a complex art that can make more difficult when translating complex technical information.

Basic Guidelines
- If you speak the language of a foreign guest, introduce American colleagues and guests while speaking their language. Give their titles and explain what they do. Your guest will appreciate it.
- Make sure you retain an interpreter who understands the nature of your business and the purpose of each meeting.
- When planning an important business trip to another country, ask a colleague in that country to retain a competent interpreter for you.
- If an interpreter is not present and your foreign guest is not fluent in English, stop periodicaly to give a brief, clear, slowly spoken explanation in English of what has been happening.
- Do not tell off-color stories or risque anecdotes (even though most Americans would find quite funny).
- Do not hesitate to hire a professional interpreter. This is similar to hiring an attorney or an accountant. In order to get the best possible service, the interpreter must know all relevant details of a meeting agenda. Meet with your interpreter beforehand, have a full briefing and consider him or her to be a part of your team.

Reprinted from AT&T ICS News.

Newsletter Schedule
The Newsletter publications and deadline schedule is as follows:
DEADLINE ISSUE
May 1: July 1
July 6: September

Please send your contributions to me at the following address:
Ms. Deborah Flaherty Kizer
AT&T International Communications Services
412 Mt. Kemble Avenue
Rockaway, NJ 07866
Fax: (201) 644-8130
Making News

The Right Publicity Can Turn Your Product Into a household Word

Things are looking good. You've launched your business, hired staff and introduced your product or service to the marketplace. It is more likely than not that your new software or muffin mix is not exactly a household word. So how do you get customers to ring your phone off the hook with orders? One way is through publicity. Combined with other promotional and advertising messages, publicity can be a powerful tool in building national recognition.

Publicity can be garnered through press articles, public speaking, newsletters, special events and broadcast coverage. It should not be confused with advertising, which involves paying for time or space to get your message across. In placing an ad you determine what you want to say and how often you will present that message. A public relations firm will write, produce and place news coverage for your business, however, is a hit-or-miss approach, with control in the hands of editors and broadcasters.

So why bother with the media? The best reason is that publicity can help your business. While a professional is behind the story usually interests readers more than an ad because they don't feel they are being sold something. "Editorial coverage in a magazine lends a credibility difficult for a paid ad to match," says Nancy Miller of Brown Miller Communications in Martine, Calif. Often, editorial coverage can result in more sales than an ad in the same media outlet. Indeed, however, a simple message in a high-profile publication and a write-up in a consumer magazine can attract new customers to your kind of business. The public library has media source books available that list newspapers, magazines, radio and television stations. Gibbes All-In-One, New York Publicity Office is a service source books you might consult.

Before approaching the media, read the publication or listen to the show that interests you to determine whether your story fits its audience. Many are extremely newsworthy, use a pitch letter rather than a phone call to present your story. The pitch letter, more than a page in length, should convey why your story would be of interest to the medium's audience. One advantage of a pitch letter is it can be customized for each target media.

Story Hook

Give your story a twist to make it stand out from the crowd. Some story hooks might include how your widget saves customers time and money, or how technologies used to produce your product have increased its safety or durability; or how your product or service fits new fads, fashions or fashions. What you write articles about mists these days, maid services are getting a lot of play in the form of articles featuring working women's needs.

It is always a good idea to follow up the pitch letter with a phone call. Make sure your material arrives well before a publication's deadline so the editor has time to assign coverage. The pitch letter include a press release, which briefly describes your company, product or service. It should include the five W's—who, what, when, where and why of your business. "Make your press release crisp and concise," says Alexis Parks of Media Syndicate, a Boulder, Colo., public relations firm. "Editors want to scan an idea quickly. If they like the concept they will call for additional information. She advises against blitzing the media with expensive press kits, which contain biographies, photos and background material. "Most editors dump out the contents, including the photos, and use the $5 folder as a file."

Avoid self-promotion, a sure turn-off to the media. "Editors are not impressed with a 'gee whiz' approach. Many are looking for trend stories, so if you pitch your company in a stand-alone article, they can't use it," explains Parks. She advises that press releases be issued on a regular basis as events warrant them. Once media efforts have reaped in favorable publicity, you can then begin direct mail efforts, sending reprints to additional media and prospective customers.

Speak Out

Other avenues to attract publicity include speaking, public service, holding seminars. Carol Ann Wilson talked up her Divorce Plan software at attorney conventions.
Making a Business Case for "Planning" (and Why It’s Important)

Getting Ready for IPCC 91

Conference Program
IPCC 91 will explore the premise that engineering communication is to design for continued improvement. It will explore engineered communication from four focal points:

1. The Discipline—principles and standards; design; work flow; and tools.
2. The Practitioner—training.
3. The Customer—planning for future needs and the cost of change. And it will provide an overview of the meeting.
4. The Communicator—communications, planning, and design.

Planning
The next step is to plan. This starts with consideration of who will attend, when the attendees will be available, what facilities will be needed, and which type of meeting will be used. Answers to these initial questions will provide directions in establishing the length, format, and structure of the meeting.

If the meeting is to be small and informal, planning is still important, but may be less involved than a major conference. In many cases, planning and implementation is done by one person. In this case, it is important that this person be well prepared to conduct the meeting and contribute to the bad name of meetings.

Meetings are usually unpopular because they can waste time. This often is caused by following past practices without understanding or using proven techniques for successful meetings.

The First Rule
When a meeting is considered, the first question should be, “Do we need this meeting?” Meetings are expensive because they use participants’ time which is one of the most costly resources of an organization. They also require special facilities. Methods of communication other than a meeting may be more cost effective and just as efficient in exchanging information. Therefore, make sure it is necessary to hold the meeting to accomplish the desired results. The decision to hold the meeting can be determined very early if the purpose has been clearly defined. This can be done by developing objectives and outlining major points to be covered. A review of these should help determine whether or not you need a meeting.

If the decision is to proceed with a meeting, the outline will help establish the meeting’s agenda and format. A good rule of thumb is, “Don’t hold a meeting without a well planned agenda.”

Big or small, meetings require focus and planning to be effective.

Planning includes a check list of tasks as they are completed. Unexpected situations may be experienced. When this occurs, additional communication within the group may be needed. Planners need to be flexible and adapt to changes if needed.

Some free time should be scheduled to break up long meetings. This can provide time for refreshments for the audience and allow time for meeting coordinators to complete last minute revisions if necessary. Breaks also provide an excellent opportunity for an informal interchange of information among speakers and the audience.

The planning stage should identify those who have major assignments during the meeting. Larger meetings are more effective when several share responsibilities.

Assignments will depend on the complexity, size and length of the meeting. Decisions should be made for last minute changes and backup plans if a speaker is unable to participate or if equipment fails to operate as planned.

Participants
One mistake in planning meetings is not knowing who should attend. Effective meetings occur when those attending have a high interest in the subject being discussed, or when they will be significantly affected by the consequences.

The quality of the participants is usually more important than the quantity. Also, participants appreciate knowing in advance how much time they should plan for the meeting. The attention and quality of the participation by the audience is improved when planners communicate the anticipated length.

In small meetings, the personalities of the attendees should be considered. Strong-willed participants may dominate discussions and prevent other viewpoints. Several levels of power may also keep some people from sharing their ideas. This often creates roadblocks in bringing the subject to a conclusion or in obtaining effective results. The leader needs to recognize that individual personalities are an important factor in small meetings.

For conferences, invitations should be given to those with the most to gain from the formal presentations. Speakers should be selected to match the audience’s needs. The best or most entertaining speakers should be scheduled to start and end the meeting.

Panel discussions and breakout sessions may add a more informal atmosphere to meetings. These encourage greater interchange of ideas, more audience participation and usually maintain a higher level of audience interest.

If meals are to be provided, the venue should be appropriate for the group. Light but filling lunches will help in maintaining audience attention.
FROM THE EDITOR
by Deborah Flaherty Kizer

Spring is finally in the air, which means IPCC 91 is not far behind! Two articles in this brief but infor-
mation-packed issue focus on con-
ference planning activities to date. Hiss off to the committee chairs from all fronts, it looks like IPCC 91 will be a great conference.

As businesses "go-global," we have many opportunities to meet and do business with colleagues from other countries and cultures. Two articles in this issue focus on some aspect of doing business internationally. Walt Fulcher's article focuses on coping with the language barrier when doing business overseas. His tips will certainly help improve our international communications skills. Cheryl Reimold's concluding series in "Tools of the Trade" focuses on negotiation, clearly a critical aspect in doing business internationally. Common business practices and styles in the U.S. do not necessarily play in other business circles.

Special thanks to Tom Rhynes and Ronnie Rawls for their contributions!

Again, all contributions to the Newsletter are welcome! 

Division VI
Director's Report
by Tom Rhynes

My first two months of service as your Division Director have been busy ones. Serving on both the IEEE Board of Directors and on the Technical Activities Board have certainly increased my travel schedule. For example, I attended meetings of both groups in New York in late January, plus a meet-

ing of the TAB Administration Council.

Given my previous experience with IEEE finances as a member of the Budget Development Commit-
tee for the past two years, I have been assigned to the TAB Finance Committee and will likely be active in the Institute's financial planning at the Board level as well.

Frankly, those responsibilities are likely to be difficult ones. At the TAB level we are trying to nego-
tiate a stable cost model for our publications. Since IEEE Publications, like so many other IEEE activities, has been subject to sig-
ificant changes in expenses, this is not a simple issue. Our technical and informative publications are the cornerstone of the IEEE, of course, but the costs of producing them have risen even with the in-
troduction of new technology. My view is that the TAB entities should pay their fair share of the actual costs of the parts of the publication process they utilize, but no more. I expect this issue to be settled in the next several months.

At the Board level, overruns in re-
cent IEEE budgets have become the central issue. Those overruns have resulted from three condi-
tions: (1) Planned expenditures of reserves for "one-time" projects, (2) Unplanned increases in opera-
tional expenses in several areas, and (3) Unachieved income projec-
tions. For 1991, however, I in-
troduced a motion that requires each part of the IEEE to control its expenses in relation to both its in-
come estimates and its budgetary authorization, adjusting downward whenever either gets out of range. Even so, you should keep in mind that the 1991 budget has a planned deficit of $500,000.

Given this situation, TAB has taken a significant step, offering to re-
bate a sizeable portion of its 1991, 1992, and 1993 General Fund in-
come as a means of stopping the Institute's red ink. Hopefully, other parts of the IEEE will follow this lead. By combining tight ex-

penditure control, careful monitoring, and voluntary reduc-
tions in budgets, I believe that the IEEE can regain financial stability, but it won't be easy given the operating style of the immediate past.

I will be working with the presidents of the five societies within Division VI on these and other matters during the rest of this year. If any of you have questions or comments that I can help with, please feel free to con-
tact me. Your best approach is to use electronic mail where I'm available at tr.rhyn@ieee.org or

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functions.

IPCC 91 is fortunate to be able to have as its International Keynote Speaker Dr. Henrich Lantsberg who is:

Chairman of the Professional Communication group of the Popov Society and Head of the Science Information Department, the Insti-
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tion and our keynote speaker at the Wednesday lunch. Both events are complimentary for conference attendees.

Participants in IPCC 91 will
include leaders from the following areas: engineering and engineering management; academic/research and development communities; information/communication prac-
titioners and managers; and,
designers and suppliers of innova-
tive communication technologies.

Exhibitors are being invited to participate in our conference and will demonstrate products and services that were designed to make our jobs easier and less com-
plicated.

The Sheraton World Resort has
excellent sports and recreational facilities; 3 heated pools, miniature golf course and a fitness center; all located on 28 acres of tropical retreat. It is within walking distance
of Sea World. Transportation

is available at the door to all attractions. Airport shuttle to the World Resort is available at a
modest cost or rent a BUDGET car for a week (rates start at just $75 per
unlimited mileage—call

1-800-772-3773 and mention IPCC 91). The special IPCC 91 room rate is only $89 per night for up to 4 in a room and is good from October 26 through November 2.

Conference Registration: Checks should be made payable to IPCC 91. Included in the registration is conference attendance, admission to the exhibits area, keynote lunche-
on, banquet, Friday luncheon, daily continental breakfast, Tuesday evening social and a copy of the conference record.

ON-CORE REGISTRATION

Clip and MAIL to: William Kehoe, The Johns Hopkins University, Applied Physics Laboratory, Johns Hopkins Road, Laurel, MD 20725

Fees include conference attendance, keynote luncheon, banquet, Friday luncheon, daily continental breakfast, and a copy of the conference record.

Please make check payable to: IPCC 91

Check One:
IEEE/PCS member ($225)
Non-member ($275)
Non-member presenter ($275*)
Student/retiree ($112.50)

*Subject to acceptance of paper for conference

Extra Meal Tickets/Conference Records

*Conference Record ($20)

Keynote luncheon ($17.50 each)
Florida issue ($42.50 each)

Name:
Title:
Company:
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Register early to ensure your place at the conference!

Sponsored by the IEEE
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IPCC 91:
The Engineered Communication
by D. L. Plung, Conference Chairman

Like every IPCC conference chairman, I have spent the first months of my tenure feeling very anxious about the response our program would receive. Would the themes maintain the high standards set at previous conferences? Would our call for papers elicit a quality of response suitable to ensure an interesting and edifying program? Would the conference environment be attractive enough to our professional colleagues in this era of increased opportunities for professional development and decreased corporate and university budgets?

Well, as we approach the cutoff date of the submission of abstracts, I feel these anxieties rapidly dispersing. Owing to the devoted efforts of the IPCC 91 Steering Committee, the initial response to IPCC 91 has been tremendous. Chris Forbes, Program Chair, has received over 80 abstracts from all corners of our profession, and an exciting array of papers, panels, and even a new conference series has been proposed. These abstracts are setting a spirited agenda for the Steering Committee's next meeting, at which the conference program will be established. Further, Bill Keloe (Registration and Finance Chair) and I have received dozens of inquiries from prospective new PCS members.

Yet the papers represent only one facet of the conference preparations. John Strack (Exhibits Chair) is targeting exhibitors whose products or services complement our program themes. Exhibitors being targeted range from university research centers to computer software hardware vendors, all dealing with products and services that contribute to successful "engineering" of professional communications. One notable feature being developed is a panel discussion of products and technologies that will influence the development and delivery of technical documentation in the next decade.

Barbara Strack, Publications Chair, is developing specifications for accepted papers. This year authors will be requested to provide electronic copy of their text. This will allow the Publications Committee an opportunity to complete a level of manuscript editing that will provide a consistent, high-quality conference record.

While I don’t want to delve into all the ongoing initiatives, I would be remiss if I didn’t highlight just three other key efforts. Susan Glassetter, here in Aiken, has been working with the University of Central Florida (among others) to arrange for music for our registration...