

# Newsletter

IEEE Professional Communication Society

## PCS Archive Established at Fairleigh Dickinson University

An almost complete collection of PCS *Transactions* and *Conference Records* has been shipped to the Florham-Madison Campus Library of Fairleigh Dickinson University, to start a permanent collection of Professional Communication Society publications.

At its July 14 meeting, the PCS Administrative Committee decided to establish a permanent archive, and PCS member Michael Goodman suggested that the campus library at Fairleigh Dickinson University—where he is Director of the MA Program in Corporate and Organizational Communication—would be an appropriate location. The library director—Dr. James Fraser—agreed and has arranged for the PCS records to be housed in the Special Collections area under the supervision of Renée Weber, the Curator of Special Collections.

Ron Blicq shipped the *Transactions* and *Conference Records* to the library early in September. He reports that only eight issues of the *Transactions* are missing from its 32 years of publication, and comments that from 1958 to 1971 the journal was known as the

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## Corporate Communications

Fairleigh Dickinson University is pleased to announce the Corporate Communications Executive Lectures featuring Thomas Garbett, the University's new Schering-Plough Distinguished Professor in Corporate and Organizational Communication. The series will inform practitioners and the corporate and scholarly community of the latest thinking on communications in the corporate sector and in the competitive global arena. Mr. Garbett will present an



informative, up-to-date analysis of corporate advertising and corporate identity. "It is my hope," says Mr. Garbett, "that companies will be encouraged to use the latest communication tools to project their identity and personality."

Thomas Garbett is a consultant specializing in corporate advertising and is an internationally recog-

nized expert with more than three decades of top level experience in corporate communications and advertising. He is the author of *Corporate Advertising, The What, The Why and The How* (McGraw-Hill, 1981) and *How to Build a Corporation's Identity and Project its Image* (Lexington Books, 1988), now in its second printing. Mr. Garbett has also conducted the last four annual studies on corporate advertising practices for the Association of National Advertisers. His consulting service began in May 1984 following 23 years at the well-known advertising agency, Doyle Dane Bernbach, where he was senior vice president. His clients represent many of the Fortune 500 companies as well as a number of major advertising and public relations firms.

(continued on page 12)

## From the Editor . . .

Hats off to Richie Robinson and his team for pulling off a super conference! They have left some big shoes for John Moffett and the IPCC '90 team to fill.

While the final count has not yet been determined, about 120 communicators attended IPCC '89 in Garden City. The program was well planned and varied, with sessions ranging from proposal development to intercultural communications. Even though a full schedule was planned, opportunities abounded for the attendees to exchange ideas "off-line."

In spite of the nasty weather, the New York City harbour cruise was a great success. What a glorious way to see New York City—all in lights!

The next issue of the *Newsletter* will have a full conference report, but, again, PCS thanks Richie and his team for a job well done!



## Newsletter Schedule

The *Newsletter* is expanding to six issues in 1990. This cannot be accomplished without your contributions and support! The publication and deadline schedule is as follows:

DEADLINE	ISSUE
January 26	March
March 23	May
May 25	July
July 27	September
September 28	November

Please send your contributions to me at the following address:

Ms. Deborah Flaherty Kizer  
AT&T International  
1200 Mount Kemble Avenue, Room 2B19E  
Basking Ridge, NJ 07920.



## New Brochure

IEEE-USA has released *How to Communicate With Members of Congress*, a brochure designed to help engineers make a difference in resolving issues affecting the profession by communicating their views to their Senators and Representatives. The brochure outlines who to contact; effective ways to voice your concerns; and when to use the different methods, which include meetings, mail, telegrams, and telephone calls. It also provides guidelines to help make your communications more effective.

Copies of this brochure are available from the IEEE-USA Office in Washington, D.C.



## IEEE Professional Communication Society

### Officers

James Hill, President  
Rudy Joenk, Vice-president  
Nancy Corbin, Secretary  
William Kehoe, Treasurer

### Staff

Deborah Flaherty Kizer, Editor

**IEEE Professional Communication Society Newsletter** is published five times a year, January, March, June, September and November, by the Professional Communication Society of the Institute of Electrical and Electronics Engineers, Inc., 345 E. 47th St., New York, NY 10017. One dollar per member per year (included in Society fee) for each member of the Professional Communication Society. Printed in U.S.A. Second-class postage paid at New York, NY, and at additional mailing offices. Postmaster: Send address changes to IEEE Professional Communication Society Newsletter, IEEE, 445 Hoes Lane, Piscataway, NJ 08854.

**Editorial correspondence:** AT&T International, 1200 Mt. Kemble Avenue, Room A2B19E, Basking Ridge, NJ 07920. Articles, letters, and reviews from readers are welcome.

## Success Strategies

When Sandra House decided to leave her job as a high school English teacher, she never dreamed she would have her own company. After teaching, House polished her business skills by working in the marketing departments of two hospitals before going on to earn a master's degree in management. In 1985, she hooked up with marketing consultant Terrence J. Rynne and they started a consulting company; a year later, House spread her wings by launching Rynne House Communications, an Evanston, Illinois firm specializing in health-care marketing communications. Today, House has 30 employees and annual billings of almost \$10 million. Here are her tips for building a successful business:

*Be creative in everything you do.* Don't assume that inspired thoughts and actions are the province of one department in your company, such as marketing or research. Whether you're hiring administrative assistants or managers, look for people who are creative problem-solvers.

*Listen to your clients.* Their insights and judgments can help you gauge which ideas and strategies will work.

*Set the stage for success.* Develop a supportive environment for your ideas by involving others early and asking for their input for the duration of each project. This will encourage your staff and your clients to buy into your good ideas.

*Be fearless.* There's no such thing as a perfect strategy. Often it is timely, painstaking implementation that makes a risky plan fly. You're more apt to succeed in a variety of strategic directions if you plot a careful course before you forge ahead.

*Manage by objectives.* Have each of your employees create a list of goals based on your company's agenda for the year. You and your key managers are responsible for helping everyone achieve their goals.

*Share the credit.* When efforts pay off, salute everyone who contributed to the success.

—Reprinted from *The Executive Female*,  
September/October 1989



## Fax Hacks

Twenty-two percent of office facsimile transmissions are unnecessary, according to top executives and personnel directors responding to a survey conducted by Accountemps, the San Francisco-based temporary personnel service. Fax abuse, such as using facsimile machines to send documents when the mail system would serve just as well or poorly targeting mass faxing campaigns, can defeat the whole purpose of this popular new method of communication. "If one out of every five of the millions of daily business fax transmissions is wasted, the total time lost and telephone and materials charges incurred are substantial," says Accountemps chairman Max Messmer. "Frivolous faxes are counterproductive, especially when they prevent important communications from getting through."

Meanwhile, an extensive survey of fax use commissioned by Mitsubishi Electric Sales America, Inc. (MESA) reveals almost unanimous agreement among users that fax machines save both time and money. Ninety-seven percent of the 401 business users of fax machines surveyed agree that faxing saves time; 85 percent say faxing has saved costs of overnight mail; 75 percent say faxing has helped their company do more business; and 72 percent say faxing has saved costs of messengers. Heavy users (those who send 25 or more faxes a day) are twice as likely to report that faxing saves their companies "a lot of money" as are light users.

Fax owners are finding new ways to use their machines according to the study. Numerous real estate brokers and stockbrokers have informal fax networks of friends and associates to whom they regularly send interesting articles, cartoons and other items of personal interest. Some users, referred to as "fax potatoes," have become so used to the convenience of the fax machine they transmit documents between floors in the same building.

—Reprinted from *The Executive Female*,  
September/October 1989





IEEE

# First Call For Papers

## CUSTOM INTEGRATED CIRCUITS CONFERENCE

... and Educational Sessions

May 13-16, 1990

Boston MA

The CICC'90 is sponsored by the IEEE Electron Devices Society and the IEEE Solid State Circuits Council, and co-sponsored by the IEEE Rochester Section. Its goal is to bring together designers and manufacturers of circuits and systems, and users of custom ICs to discuss new developments and future trends in application-specific integrated circuits and system design.

**Papers describing original and unpublished work are solicited in the following areas:**

**CUSTOM AND SEMI-CUSTOM CIRCUITS:** Papers that describe novel design concepts, architectures, or high performance circuits are requested. Innovative design techniques for gate arrays, cell-based circuits, programmable logic, and full-custom ICs in Si or GaAs are solicited.

**PHYSICAL DESIGN TECHNIQUES:** Topics include symbolic techniques, auto place and route, circuit parameter extraction, and circuit verification.

**LOGIC DESIGN AUTOMATION:** Papers are solicited in the areas of logic synthesis and optimization, innovative design capture techniques, and silicon compilation and module generation.

**DIGITAL SIGNAL AND DATA PROCESSING APPLICATIONS:** Papers in the area of real-time signal processing are solicited. Topics in voice recognition, image and data processing, RISC architectures, and neural networks are of interest.

**FABRICATION TECHNOLOGY:** Topics include developments in process integration, quick turn manufacturing, MOS, bipolar, Bi-MOS, smart power, and GaAs.

**SIMULATION AND MODELING:** Papers describing advances in functional, logic, timing, or circuit simulation, hardware description languages (HDLs), and device or process modeling are solicited. Of particular interest are advances in the area of multi-ASIC system simulation.

**CAD SYSTEMS AND METHODOLOGY:** Topics include design systems and management, user interfaces, design tool integration, hardware accelerators, and analog design tools.

**ANALOG CIRCUIT TECHNIQUES:** Papers are solicited describing developments in high speed ADC and DAC circuits, switched capacitor circuits, and analog cell libraries. Papers describing future trends of digital/analog integration and telecommunications are encouraged.

**CUSTOM INTERFACES AND PACKAGING:** Topics include customer and hybrid interconnects, high speed/high power packages, ESD protection, voltage/current level translators, and fiber optic transceivers.

**TESTING AND RELIABILITY:** Papers describing advances in design for testability, fault grading, parametric characterization, high speed or high frequency measurement techniques, and failure analysis are solicited.

**STUDENT PRESENTATIONS** are encouraged.

**PROFESSIONAL EDUCATIONAL SEMINARS** are offered on the day preceding the conference.

**PANEL DISCUSSIONS** are planned. Send your suggestions for topics to Technical Program Chairman, Jim Lipman by August 31, 1989 at the address on the reverse side.

**EXHIBITS** by ASIC and CAD/CAE companies, design services, and workstation suppliers will run concurrently with the conference.

### INSTRUCTIONS TO AUTHORS:

**DEADLINE FOR RECEIPT OF REVIEW PACKAGES IS NOVEMBER 10, 1989. APPROPRIATE COMPANY AND GOVERNMENT CLEARANCES MUST BE OBTAINED PRIOR TO THIS DATE FOR BOTH REVIEW PACKAGE AND PAPER.**

Review packages received after this date and up to January 25, 1990 will be considered for a 10-minute late-news presentation.

Authors are asked to submit 25 copies of a review package which includes a one-page summary (single-sided, maximum of 500 words), a second page with a 35 word abstract which clearly describes the work, and at most two additional pages of figures, drawings, and references.

**The summary should clearly state:**

- The purpose of this reported work;
- the manner and degree to which this work contributes to the art;
- specific results and their significance.

**Each page should include the following information:**

- Title of paper
- Name, mailing address and telephone number of primary author
- Name, affiliation, city, state, country of each additional author
- Person to whom correspondence should be sent if other than primary author

# Satellite Communications

The Educational Activities Board of the Institute of Electrical and Electronics Engineers, Inc., announces the publication of *Satellite Communications*, developed by Tim Pratt. This package, designed in a self-learning format, is the eighth volume in the Individual Learning Program Series of continuing education publications.

*Satellite Communications* teaches students about satellite communication systems: what they are, how they work, and how to design them. In the first section, students will learn about the spacecraft which make satellite communication possible, the launch vehicles which put the satellites in orbit, the dynamics of the satellite's orbit, and where to find a satellite in the sky.

The second section covers basic communication theory: link equations, modulation techniques, and digital communication fundamentals. These concepts of basic communication theory are then used to show how satellite links are designed, the way FM and SSB can be used to achieve the required performance in analog links, and how digital satellite systems operate using QPSK and TDM.

The third section, the earth and space segment, details what is needed to make a satellite communication system, explores the design and analysis of analog and digital satellite communication links, and, in the communications section, teaches how to put together a satellite communications link which will carry analog or digital information and achieve the required performance.

And the last section, the earth segment, discusses the earth station which sends and receives signals and the atmosphere through which those signals pass. This section also examines large and small antennas in some detail.

In addition to the study guide and solutions manual, the program includes a textbook, *Satellite Communications*, by Timothy Pratt and Charles W. Bostian, John Wiley & Sons, 1986, and a final exam.

The *Satellite Communications* ILP was written and developed specifically for the practicing electrical engineer working in the communications field or the engineer who would like to get into communications.

The program is also useful for other practitioners who want to know more about this challenging subject.

No prior knowledge in satellite communications is assumed. However, the student will need to have taken a basic course in communications theory at some time. A working knowledge of frequency domain techniques is assumed and some background in EM theory is also needed. All bachelor degree courses in electrical engineering cover such topics adequately.

Tim Pratt is a Professor of Electrical Engineering at Virginia Polytechnic Institute and State University, Blacksburg. In addition to teaching and research, Professor Pratt has worked extensively in industry. In addition to coauthoring *Satellite Communications*, John Wiley & Sons, 1986, Tim Pratt has published numerous articles in technical journals. Professor Pratt is a Member of the Institution of Electrical Engineers (UK) and a Senior Member of IEEE.

The program was reviewed by two experts in the area of satellite communications, Al Messano, President, Raynor Associates, and Kevin J. Delaney, US Navy.

The complete *Satellite Communications* ILP which includes the study guide, solutions manual, textbook, and final exam (Order No. HL0410-1) is available for \$398 (\$199 for IEEE members). The study guide, solutions manual, and final exam may be purchased separately (Order No. HL0415-0) for \$245 (\$122 for IEEE members).

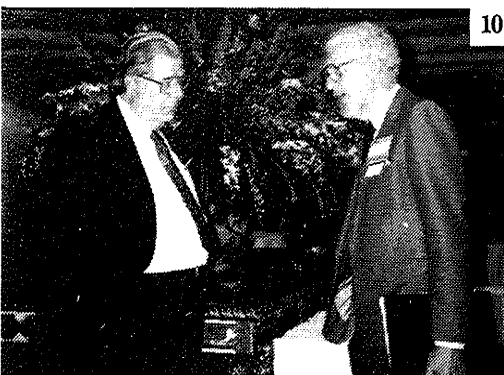
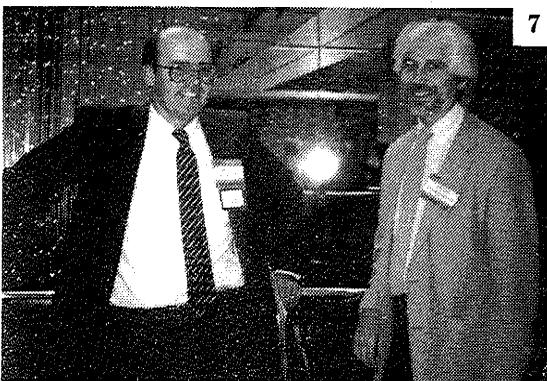
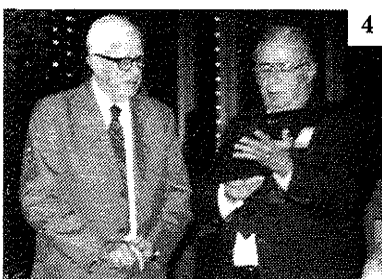
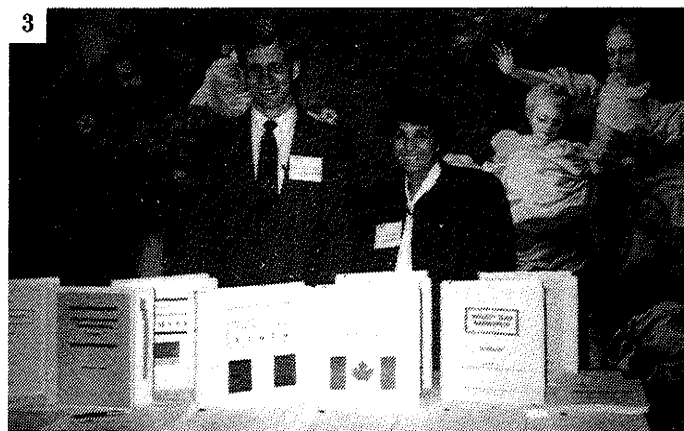
The package and components may be ordered from the IEEE Service Center, 445 Hoes Lane, PO Box 1331, Piscataway, NJ 08855-1331. Make check payable to IEEE. Please add the following shipping and handling charges: for orders totaling \$1.00 to \$50.00, add \$4.00; \$50.01 to \$75.00, add \$5.00; \$75.01 to \$100.00, add \$6.00; \$100.01 to \$200.00, add \$8.00; over \$200.00, add \$15.00. (NJ, NY, CA, and District of Columbia residents, please add appropriate sales tax.)

All overseas orders are shipped via Air Freight. Please add Air Freight charges in addition to the normal handling charges: Central and South America, \$35, Europe and Africa, \$70, and Australia and Asia, \$90.

Credit card order (MasterCard, VISA, American Express, and Diners Club) are accepted. To place your credit card order, please call (201) 981-9535.



# Memories of IPCC '89



1) Roger Grice takes a break from looking over the PCS table. 2) Congratulations to Rudy Joenk, our newly elected PCS President. 3) Daniel Sullivan and Danielle Walker of Training Management Corporation shared their cross-cultural training expertise with IPCC '89 attendees. 4) PCS President Jim Hill (right) presents a special award to Jay Gould. 5) Bill Kehoe and Barbara Collins man the PCS table. 6) Marge D'Amico of AT&T International provided some words of advice for doing business and communicating in an international environment.

7) Drs. Krull (left) and Rubens put together an excellent program for IPCC '89. 8) Richie Robinson, IPCC '89 Conference Chair, gets ready to pass the baton on to John Moffett. 9) John Moffet (left), IPCC '90 Conference Chairman, has a willing ear for IPCC '90 in London. 10) Jim Hill and Herb Michaelson rendez-vous before the banquet. 11) (from left) Rikki Robinson, Marlene Kehoe, and Barbara Collins made the registration process work smoothly and efficiently. Great job!



THE INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.

UNITED STATES ACTIVITIES

Announces the 18th Annual Competition for

**1990-1991****IEEE-USA Congressional Fellowships****A CONGRESSIONAL INTERNSHIP  
FOR MEMBERS OF IEEE**

**PROGRAM:** Electrical and Electronics Engineers and Allied Scientists are competitively selected to serve a one-year term on the personal staff of individual Senators or Representatives or on the professional staff of Congressional Committees. The program includes an orientation session with other Science-Engineering Fellows sponsored by the American Association for the Advancement of Science (AAAS).

**PURPOSE:** To make practical contributions to more effective use of scientific and technical knowledge in government, to educate the scientific communities regarding the public policy process, and to broaden the perspective of both the scientific and governmental communities regarding the value of such science-government interaction.

**CRITERIA:** Fellows shall be selected based on technical competence, on ability to serve in a public environment and on evidence of service to the Institute and the profession. Specifically *excluded* as selection criteria shall be age, sex, creed, race, ethnic background, and partisan political affiliations. However, the Fellow must be a U.S. citizen at the time of selection and must have been in the IEEE at Member grade or higher for at least four years. Additional criteria may be established by the selection committee.

**AWARDS:** IEEE-USA plans to award at least two Congressional Fellowships for the 1990-1991 term. Additional funding sources may permit expansion of awards.

**APPLICATION:** Further information and application forms can be obtained by calling W. Thomas Suttle (202) 785-0017 at the IEEE-USA Office in Washington, D.C. or by writing:

**Before October 1:**  
Secretary, Congressional Fellows Program  
The Institute of Electrical and Electronics  
Engineers, Inc.  
United States Activities  
1111 Nineteenth St., N.W.  
Suite 608  
Washington, D.C. 20036

**After October 1:**  
Secretary, Congressional Fellows Program  
The Institute of Electrical and Electronics  
Engineers, Inc.  
United States Activities  
1828 L Street, N.W.  
Suite 1202  
Washington, D.C. 20036

Applications must be postmarked no later than March 30, 1990 to be eligible for consideration.

**IEEE UNITED STATES ACTIVITIES**



# CALL FOR PAPERS

## The Third Conference

on

## Corporate Communication



**GLOBAL COMMUNICATIONS: APPLYING RESOURCES STRATEGICALLY**

sponsored by  
Fairleigh Dickinson University  
The Florham-Madison Campus  
Madison, New Jersey  
Wednesday, May 23 - Thursday, May 24, 1990

The conference will focus on the responsibilities, roles, processes and issues of concern to corporate communication professionals: the global nature of communication, new roles, scarce resources.

The site of the third annual conference is the campus of Fairleigh Dickinson University, located in the heart of corporate America. It is only 32 miles from New York City and its New Jersey location is surrounded by the headquarters of more than 40 corporations in the Fortune 500.

We encourage your proposals for:

- Original papers for the refereed PROCEEDINGS
- Panel discussions
- Complete sessions devoted to an issue
- Workshops or demonstrations

Papers for inclusion in the conference PROCEEDINGS must be submitted by 31 January 1990 on computer disk.

### SUGGESTED TOPICS:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Managing Communications</li> <li>• Setting Corporate Communications Policy</li> <li>• Stakeholder Communications</li> <li>• Ethics and Corporate Communications</li> <li>• Ads: The Pressure on Corporations for Self-censorship</li> <li>• Speaking Their Language: Communicating in Global Markets</li> <li>• Graphics for Multicultural Applications</li> <li>• Corporate Video for Internal Audiences</li> <li>• Communicating Technology to the Public</li> <li>• Proactive Corporate Communications</li> </ul> | <ul style="list-style-type: none"> <li>• Industry and University Partnerships</li> <li>• Managing Communications Technologies</li> <li>• Community Right to Know</li> <li>• Deregulation and Government Affairs</li> <li>• Crisis and Emergency Communications</li> <li>• Managing Communication: Contractors, Agencies, Vendors</li> <li>• Managing Communication Quality: Corporate Video</li> <li>• Communicating Corporate Culture</li> <li>• Corporations and the Arts</li> </ul> |
|---|--|

### Plan now to participate.

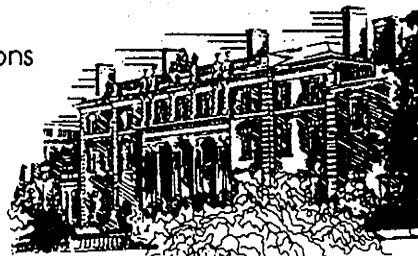
To present a paper, propose a session, lead a workshop, or take part in a panel discussion, write a 300 - 500 word abstract of your paper or summary of your idea. Send it by 31 October 1989 to:

Dr. Michael B. Goodman  
Department of English/Communications  
Fairleigh Dickinson University  
Florham-Madison Campus  
285 Madison Avenue  
Madison, New Jersey 07940

For general information call: (201) 593-8710

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# Society Talent/Skill Survey

We of the PCS pride ourselves on being a wide-open society, meaning that any professional communicator can participate to the extent that he or she wants. All that is necessary is to ask, but often there are opportunities we don't know about.

Occasionally the PCS or the Institute needs someone with special talents to serve on a committee or work on a project, but we don't have a database that tells us who has them.

We sometimes want to arrange entertainment or talent shows in conjunction with our conferences. And wouldn't it be great to know who else in the society has the same interests and hobbies that you do? Then you could get together at conferences and share interests and possibly even take some special field trips that you couldn't or wouldn't take alone.

Nobody can understand or appreciate your accomplishments and problems better than your professional peers, and it's good to be able to talk things over with those who work in the same professional environment.

To provide the database we need to accomplish these purposes, we are asking each member to fill out the accompanying questionnaire and send it to our president, Jim Hill. Of course you don't have to provide all or any of the information if you don't want to. It's purely voluntary. But if you think such a database would be useful, please fill out this self-mailer questionnaire and mail it before you forget.

FOLD HERE

**IEEE-PCS Questionnaire**  
c/o J. W. Hill  
HRB Systems, P.O. Box 60  
State College, PA 16804

Place  
Stamp  
Here

**James W. Hill, President**  
**IEEE-PCS**  
c/o HRB Systems, Inc.  
P.O. Box 60  
State College, PA 16804

**IEEE-PCS Skill/Talent Survey**

Name \_\_\_\_\_

Address \_\_\_\_\_

Age \_\_\_\_\_ Male \_\_\_\_\_ Female \_\_\_\_\_

Number of years a member of PCS \_\_\_\_\_

Phones: Office \_\_\_\_\_ Home \_\_\_\_\_

FAX \_\_\_\_\_

Membership Grade: Senior Member \_\_\_\_\_

Member \_\_\_\_\_ Affiliate \_\_\_\_\_

Employment: Industry \_\_\_\_\_ Academia \_\_\_\_\_

Government \_\_\_\_\_ Consultant \_\_\_\_\_ Retired \_\_\_\_\_

Company Affiliation and Address \_\_\_\_\_

All Career Job Titles (present first) \_\_\_\_\_

All Previous Employers \_\_\_\_\_

Would you like to participate more in the PCS?

Yes \_\_\_\_\_ No \_\_\_\_\_

In what areas? \_\_\_\_\_

<i>Professional Specialties</i>	<i>Yrs. of Teaching</i>	<i>Yrs. of Practice</i>
Technical Writing (general)	_____	_____
Proposals	_____	_____
Manuals	_____	_____
Journal Articles	_____	_____
Specifications	_____	_____
Software Documentation	_____	_____
User Manuals	_____	_____
Popular Articles	_____	_____
Movie, Video Scripts	_____	_____
New Releases	_____	_____
Other: Specify _____	_____	_____

*Professional Specialties**Yrs. of Teaching*   *Yrs. of Practice*

Technical Speaking (general) \_\_\_\_\_

Speeches \_\_\_\_\_

Briefings \_\_\_\_\_

Sales Presentations \_\_\_\_\_

News Conferences \_\_\_\_\_

Other: Specify \_\_\_\_\_

Audio-Visual Presentations (general) \_\_\_\_\_

Videotaping \_\_\_\_\_

Multimedia Presentations \_\_\_\_\_

Computer-Generated Visuals \_\_\_\_\_

Slides \_\_\_\_\_

Technical Art \_\_\_\_\_

Other: Specify \_\_\_\_\_

Word Processing \_\_\_\_\_

Desktop Publishing \_\_\_\_\_

*Personal Skills, Talents, Hobbies:*

Voice: Solo \_\_\_\_\_ Chorus \_\_\_\_\_ Soprano \_\_\_\_\_ Alto \_\_\_\_\_

Tenor \_\_\_\_\_ Bass \_\_\_\_\_ Barbership \_\_\_\_\_

Instrumental: Piano \_\_\_\_\_ Organ \_\_\_\_\_

Other: \_\_\_\_\_

Perform: Comedy \_\_\_\_\_ Magic \_\_\_\_\_ Recitation \_\_\_\_\_

Dancing \_\_\_\_\_ Drama \_\_\_\_\_

Other: \_\_\_\_\_

*Special Interests:*

Collecting: Stamps \_\_\_\_\_ Coins \_\_\_\_\_ Cookbooks \_\_\_\_\_

Other \_\_\_\_\_

Sports: Baseball \_\_\_\_\_ Football \_\_\_\_\_ Basketball \_\_\_\_\_

Soccer \_\_\_\_\_ Golf \_\_\_\_\_ Sailing \_\_\_\_\_ Tennis \_\_\_\_\_

Writing \_\_\_\_\_ Writing what? \_\_\_\_\_

Other Interests: \_\_\_\_\_

Other Interesting Activities, Comments: \_\_\_\_\_

CUT APART HERE

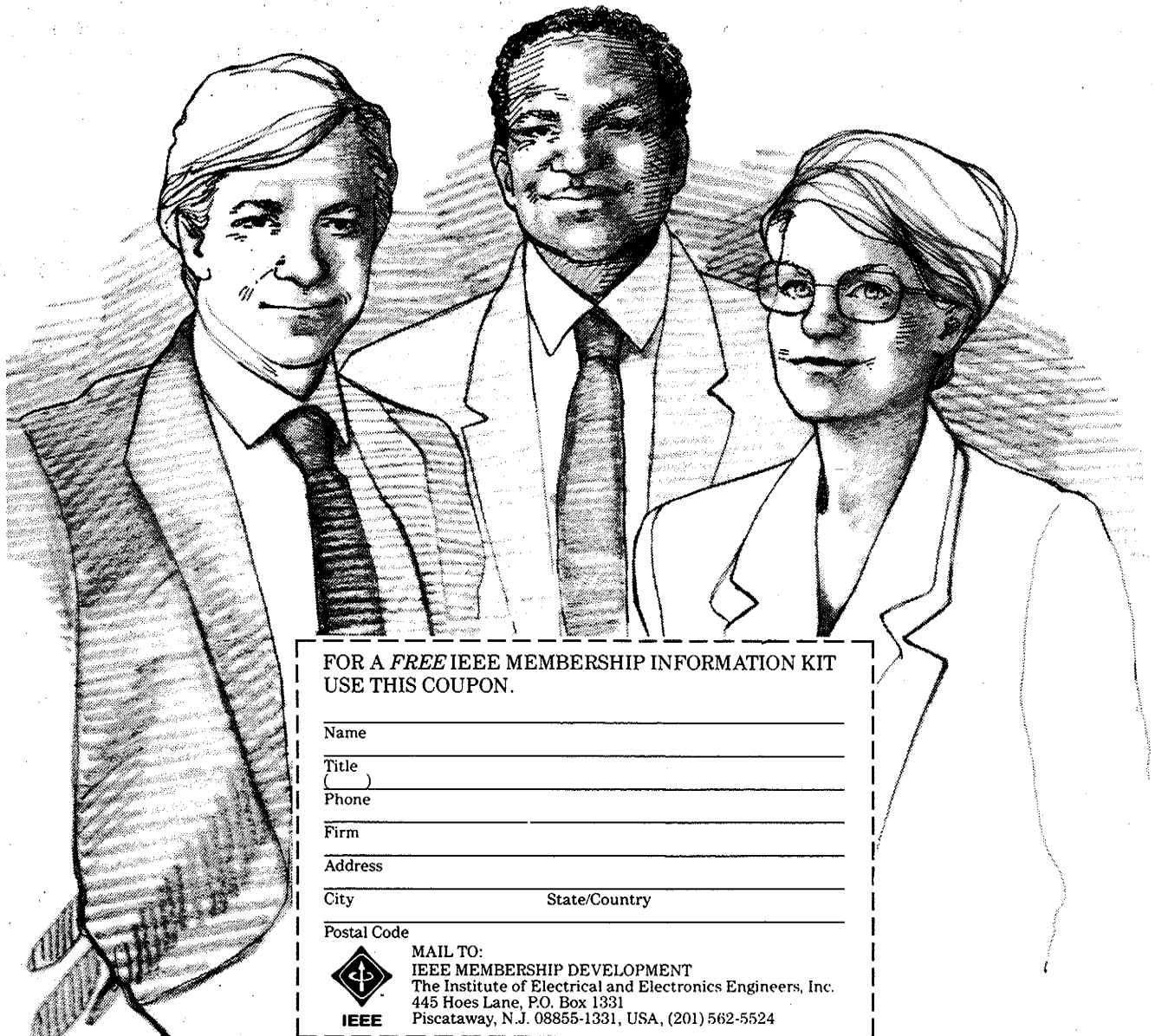
# Isn't it time we got together?

Consider the personal and professional benefits that only IEEE can offer you.

Being a member of IEEE—the world's largest technical society—makes it easier for you to meet the established professionals in your field; to have ready access to all the latest state-of-the-art information, technical meetings and conferences.

IEEE can be the *single* most vital source of technical information and professional support to you throughout your working career.

No doubt, you're already established in your field. Now gain that competitive edge. Become the best informed—an IEEE scientific/engineering *professional*.



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IEEE MEMBERSHIP DEVELOPMENT  
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445 Hoes Lane, P.O. Box 1331  
Piscataway, N.J. 08855-1331, USA, (201) 562-5524

## Corporate Communications

(continued from page 1)

Wednesday, March 7, 1990, 8 p.m.  
Room 125, Dreyfuss Building

### When Disaster Strikes

A disaster scenario unfolds. The panel consisting of a CEO, corporate lawyer, public relations director, community leader and reporters responds to provide a life-like picture of what happens when the unexpected occurs.

Wednesday, April 11, 1990, 8 p.m.  
Lenfell Hall, The Mansion

### Corporate Advertising in a Regulated Industry

All industries face regulation but some have very special rules. How does this affect their communications and the kind of advertising they employ?

To reserve a seat, call: (201) 593-8709.



## Recent Grad Survey Results

The results of the IEEE's three phase Recent Graduate Member Survey are in. Initiated at the suggestion of 1988 Executive Vice President Dennis Bodson, the survey was designed primarily to identify the reasons why recent graduates do not pay their dues to continue as higher grade members or choose not to renew after one year as higher grade members.

The study indicates that the three most important reasons why recent graduates decide to renew are:

1. To keep informed through publications;
2. To learn about new career possibilities;
3. To develop professional contacts.

The main reason why recent graduates decide not to renew is, overwhelmingly, because they feel the IEEE dues are too high for value received during their first few working years. Other important reasons they do not renew are:

1. They do not perceive any real benefits from membership other than a magazine subscription;
2. They do not perceive the need for IEEE membership outside of school;
3. They lose track of IEEE.

Also the majority (64%) of the recent graduates report that their Student Branches did little or nothing to promote regular memberships. The Membership Development Committee is currently considering several proposals designed to correct the problems.



## PCS Archive Established

(continued from page 1)

*IEEE Transactions on Engineering Writing and Speech*. He also says that only one Conference Record—for 1961—is missing.

Ron is asking readers who have copies of the missing journals (see box below) to let him know and indicate whether they would be willing to donate them to the PCS Archive, or provide a copy.



## Journals Sought for PCS Archives

If you have a copy of any of the following journals, please drop a line to Ron Blicq (569 Oxford St., Winnipeg, MB, Canada, R3M 3J2), or send a FAX to 204-475-3092, indicating whether you would be willing to donate yours to the PCS Archives:

### EWS or PCS Transactions

Vol. No.	Issue No.	Publication Date
EWS-6	2	December 1963
EWS-7	1	March 1964
EWS-12	3	October 1969
EWS-14	2	June 1971
	3	December 1971
PC-15	1	March 1972
PC-21	4	December 1978
PC-24	4	December 1981

### EWS Conference Record

"Communication: The Modern Engineer's Function"  
4th PGEWS National Symposium  
October 16-17, 1981  
Michigan State University

# Tools of the Trade

## Writing to Solve Problems Part 3: Writing and Kaizen



*Cheryl Reimold is author of more than 100 articles and several books, including How To Write a Million-Dollar Memo and Being a Boss. Her firm, PERC Communications (6A Dickel Rd., Scarsdale, NY 10583, telephone 914-725-1024), offers businesses in-house workshops and courses in communication, writing, negotiation, and creative problem solving.*

In *KAIZEN: The Key to Japan's Competitive Success*, Masaaki Imai explains that kaizen (pronounced kai-ZEN) is a policy of ongoing, continuous improvement involving everyone in the company. He goes on to show, in example after example, how kaizen is indeed the major source of power that has propelled so many Japanese companies to a position far ahead of their Western counterparts.

There are four key elements of the kaizen approach:

1. *Kaizen is continuous and gradual, giving small but steady improvements*—as opposed to innovation, which aims at sudden, large improvements. In slow-growth economies or industries, kaizen may be the more effective mechanism for staying competitive.
2. *Kaizen is problem oriented*. It requires a corporate culture that welcomes problems as opportunities for improvement.
3. *Kaizen is process oriented—as opposed to results oriented*. It requires people to keep looking at every process for potential problems or shortcomings. The theory is that results will automatically improve if you improve all the processes.
4. *Kaizen is customer oriented*. It requires people to try never to pass any problem on to any customer and to make sure that problems that do arise will not happen again. The definition of “customer” here is: anybody who gets the results of your work, whether directly or indirectly. This includes people within your company.

As you can see, a fundamental part of kaizen is the acceptance—even welcoming—of problems as opportunities to improve. In this view, a problem is not an embarrassment to cover up. Instead, its discovery signals a great chance to make what you're doing even better.

If you're willing to look at problems as improvement opportunities—provisionally, if you like, to see where it leads—you can put kaizen to work for you through your writing.

### *Improvement opportunities*

From now on, whenever you have a report to write, add a short section just for yourself and your co-workers. Call this section “Improvement Opportunities.” It will consist of two parts, shown below.

You have been overseeing work on a new machine that the company bought on your recommendation to speed up production by 10%. The project was a great success; production rose between 18% and 20%. You are reporting on this success.

Successful projects are the ones most vulnerable to unnoticed problems. No one wants to think about the few things that didn't work out perfectly. The tendency is to figure that they'll sort themselves out. They rarely do. Instead, they either stay and develop or get passed on and transformed into different snags further down the line.

So—here's a sample “Improvement Opportunity” for your success report.

### *Review*

*What did we do?* We used the new No. 3 machine to speed up production by 10%. Ron S., Al D., Carol N., and Carl P. worked on it. (Note what each one did, when, where, and why.)

*What went well?* We achieved 18–20% increase in four separate trials.

*What went not so well?* There were two minor accidents, put down to lack of familiarity with the machine.

*What was my purpose?* To achieve our goal of at least a 10% increase in production.

*What were the needs of all the people involved?* To achieve this goal safely.

*How could I meet these needs better?* By making safety as important as speed. I should look carefully at the accidents that took place and search for possible danger spots and ways to ensure the same accident doesn't occur again.

### *Refocus*

*New purpose.* To achieve the same results with 100% safety.

*An improvement idea.* Do a whole trial purely to check safety at each phase.

Kaizen is a great import. If you bring it into your writing, in this or any other way, let me know. I'd love to hear how it works for you.



## Stress Check

Use the next few moments to take the following stress test.

Are you:

- Experiencing colds and/or other minor infections more often than in the past?
- Frequently exhausted, even when you are getting enough sleep and little or no physical exercise?
- Working harder and longer without making satisfactory progress?
- Regularly feeling guilty when you leave uncompleted work even after putting in a full day?
- Worrying a great deal about the future and too often attempting to second-guess your supervisor?
- Feeling insecure or fearful about tasks or responsibilities that you previously handled with ease?
- Regularly questioning the motives of others, perhaps even friends with whom you have had long and pleasant associations?
- Having frequent confrontations with people either on the job or at home?
- Having increasing trouble making decisions, perhaps even small, unimportant ones?
- Finding that insignificant disappointments or setbacks make you unduly depressed or angry?

If you answered "yes" to five or more of these questions, you may be suffering from too much stress, according to Martin C. Sampson, M.D., president of

executive search firm Sampson, Neill & Wilkins, Inc. in Upper Montclair, New Jersey. If you are experiencing symptoms of high anxiety, Dr. Sampson recommends the following stress busters:

1. Delegate more responsibilities at the office; prioritize existing projects and don't volunteer for new ones.
2. Develop a hobby or outside interest to provide a break from your job; take a weekend vacation at least once a month.
3. Get more exercise to help balance your mental and physical activity.
4. Set aside time each day to relax, perhaps by listening to soft music or reading something you will enjoy.
5. Explore biofeedback and other behavior-modifying techniques that can help you relax.
6. Take your mind off yourself by helping others less fortunate, perhaps by devoting time to charitable organizations.
7. Openly discuss your concerns and feelings with someone you can trust who is understanding and empathetic.

—Reprinted from *The Executive Female*,  
September/October 1989



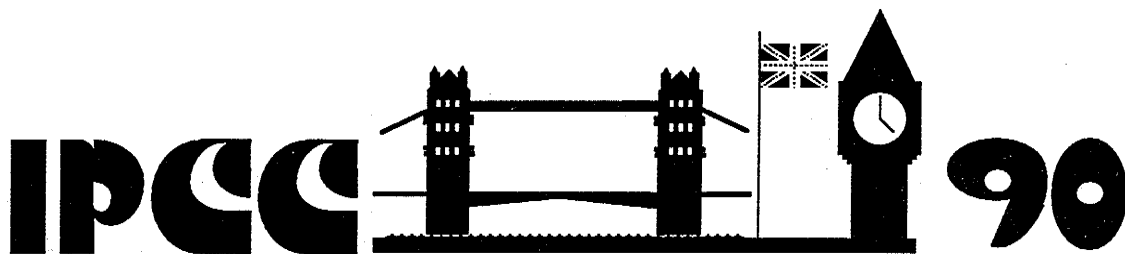
## Great Leaders

According to Andrew Sherwood, chairman and CEO of Goodrich & Sherwood, a management-consulting firm headquartered in New York City, great leaders have the following six qualities, which separate them from merely competent managers:

1. The courage to make decisions and stand behind them.
2. The determination to chart and follow a course of action, even in the face of opposition.
3. The balanced judgment to weigh—especially under pressure—the pros and cons of a decision.
4. The flexibility to adapt to changing conditions.
5. The desire to keep learning in order to stay one step ahead of competitors.
6. The integrity and charisma that make people rally to their cause.

—Reprinted from *The Executive Female*,  
July/August 1989





# International Professional Communication Conference

London (Guildford), England

September 12-14, 1990

Sponsored by

The IEEE Professional Communication Society  
United Kingdom and Republic of Ireland Section, Region Eight

## Theme - Communication Across the Sea: North American and European Practices

Main topics include, but are not limited to:

- Technical Communication: Part of the Engineer's Job or a Job for a Specialist?
  - Proposal Preparation: United States and European Approaches.
    - Is There both a British and an American English?
- Trends in International Standards for Engineering Communication.
  - The Paperless Office: Is it Possible, and How?
- Automated Text Processing: Desktop Publishing, Grammar and Syntax Assistance.
  - Modern Approaches to Machine Translation.
  - Preparing Camera-Ready Mathematical Copy.
    - Computer Generated Graphics.
- The Skills of Technical Communication: When and How are They Acquired?
  - Submitting Manuscripts to Technical Journals.
  - Explaining Science and Engineering to the Lay Public.
    - The Art of Criticism.
- Why Do Mathematicians Find it Difficult to Communicate With Engineers?

Submission deadline for abstracts:

**1 February 1990**

Final, camera-ready paper due:

**1 June 1990**

Send abstracts and proposed submissions to the Program Co-Chairmen:

**S. J. De Amicis**

The Johns Hopkins University  
Applied Physics Laboratory  
Johns Hopkins Road  
Laurel, MD USA 20707  
(301) 953 5000 x8261  
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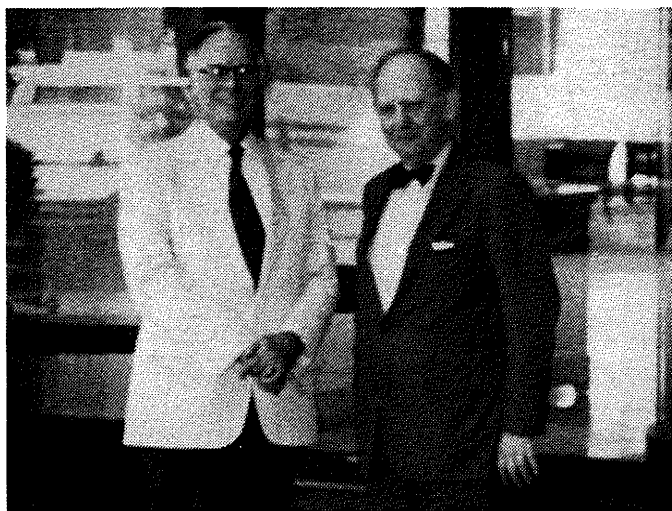
Other correspondence or inquiries should be sent to the IEEE/IPCC-90 Conference Chairman:

**John B. Moffett** - The Johns Hopkins University Applied Physics Laboratory  
Johns Hopkins Road, Laurel, MD USA 20707 (301) 953 5000 x8260 Fax: (301) 953 1093

CALL FOR PAPERS



## On to London for IPCC '90



The Trust House Forte (THF) contract was delivered in Washington D.C. at the Watergate Hotel. At the Watergate, which is owned by Cunard Lines, John Moffett met with the Cunard Coordinator for Group Sales, Julian Menken (right). Julian and John are exploring ways for Cunard Lines to be able to offer slightly unusual travel arrangements to IPCC '90 registrants, such as taking the Queen Elizabeth II to London and returning home on the Concorde. The QEII, leaving from New York, will arrive in London the day before IPCC '90 opens.



William Kehoe, the Professional Communication Society Treasurer and also the U.S. Treasurer for IPCC '90, delivers the IPCC '90 hotel contract and deposit to Barbara Lindner, Mid Atlantic Sales Director for the Trusthouse Forte (THF) hotels, on September 13. IPCC '90 will be held in THF's Post House Hotel in London (Guildford) England, during September 12-14, 1990. The contract calls for meals, meeting room use, guest rooms, and supporting services for IPCC '90.

## Newsletter

IEEE Professional Communication Society